Managing Organizational Conflicts: A Theoretical Approach to Human Resource Conflict within Organizations

تسيير الصراعات التنظيمية –مقاربة نظرية في صراع الموارد البشرية داخل المنظمات–

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Abstract

Organizational conflict is one of the primary challenges facing modern organizations, necessitating a profound exploration to understand individual behaviors within institutional settings. This study aims to provide a theoretical approach to managing conflict within organizations by identifying its diverse characteristics, with a specific focus on conflict management and governance methodologies. The study concludes that organizational conflict is an inevitable phenomenon due to the inherent differences among individuals. Therefore, it is imperative for managers to cultivate conflict management literacy to effectively contain disputes and transform these differences into positive constructive conflict. This reflects successfully on organizational performance by strategically investing in conflict for the benefit of the organization.

Keywords: conflict; management; dispute; organization; human resources

Résumé :

Le conflit organisationnel constitue l'un des défis majeurs auxquels sont confrontées les organisations modernes, nécessitant une analyse approfondie pour comprendre les comportements individuels au sein des cadres institutionnels. Cette étude vise à proposer une approche théorique de la gestion des conflits en identifiant leurs diverses caractéristiques, avec un accent particulier sur les méthodes de gestion et de gouvernance. L'étude conclut que le conflit est un phénomène inévitable en raison des divergences inhérentes entre les individus. Dès lors, il est impératif pour les managers de développer une véritable culture de gestion des conflits afin de contenir efficacement les litiges et de transformer ces divergences en un conflit constructif et positif. Cela se répercute avec succès sur la performance organisationnelle en investissant stratégiquement dans le conflit au profit de l'organisation.

Mots-clés : conflit ; gestion ; litige ; organisation ; ressources humaines.

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ملخص يعتبر الصراع التنظيمي أحد التحديات التي تواجهها المنظمات والتي ينبغي التعمق في هذا الطرح من اجل فهم سلوكيات الافراد داخل المنظمات. تهدف الدراسة الى تقديم مقاربة نظرية حول تسيير الصراع داخل المنظمات من خلال التعرف على مختلف خصائصه خاصة التركيز على طرق إدارة وتسيير الصراع.

وخلصت الدراسة الى ان الصراع التنظيمي موجود نظرا لوجود الاختلاف بين الافراد لذا الزامية التثقف والتعلم حول كيفية إدارة الصراع التنظيمي أصبح ضرورة لابد منها للمديرين من اجل احتواء النزاعات وتحويل هذا الاختلاف الى صراع بناء إيجابي ينعكس على أداء المنظمة بكل نجاح من خلال الاستثمار في الصراع لصالح المنظمة.

الكلمات المفتاحية: التنظيم، الصراع، إدارة، موارد بشرية، النزاع

I- Introduction :

Organizational conflict is considered one of the most critical issues facing various types of organizations, as it represents a major behavioral challenge for managers in their daily operations. Modern organizations operate in a state of continuous and interrelated changes, largely due to the diversity and divergence of interests and positions—whether among individuals, groups, organizational units, or in the relationship between the organization and its external environment. Consequently, organizations have become prone to numerous disputes and conflicts that directly and significantly impact their performance, activities, goal achievement, and overall growth.

This is an established reality, given that human needs are renewable and continuous, and individual will and behaviors are constantly directed toward fulfilling these needs. When the achievement of one party's goals implies a loss or deprivation for another, it inevitably triggers conflict between individuals or departments. Since the individual is the most vital element of any organization—operating both independently and as part of a group—effective management must strive to create a harmonious and cooperative environment that fosters synergy among employees to ultimately achieve the organization's objectives

The subject of organizational conflict has garnered significant and widespread attention from numerous researchers who have explored various methods for confronting and managing it. Studies and research in this field continue to contribute to finding solutions for these internal organizational disputes. Accordingly, through this study,

- **Research problem and hypotheses of the study :**we aim to understand the characteristics of conflict among employees within organizations. Consequently, we pose the following primary research question:

  How can conflicts and disputes be effectively managed within organizations?

To answer this question, the following hypothesis can be proposed: Managing organizational conflict, regardless of its type, requires two active roles: the first by the organization’s owner and supervisors, and the second by the human resources within the organization. Therefore, it can be argued that conflict management within organizations necessitates:

Gaining a deep understanding of various laws and academic studies that enhance the owner’s knowledge in containing internal disputes.

- **Research Objectives** the study aims to:

- Clarify the concept of organizational conflict and its various characteristics.
- Identify the methods and styles of managing conflicts within the organization.

- Provide a comprehensive theoretical framework regarding organizational disputes, how to control them, and how to leverage them positively for the benefit of the organization.

➢ **The importance of study**

The importance of studying organizational conflict lies in its role as a vital tool for understanding and analyzing managerial behavior within institutions. It enriches the theoretical literature by providing a modern perspective that views conflict as an inevitable and natural phenomenon rather than a mere functional defect, which helps in diagnosing its root causes and understanding its relationship with other variables such as job satisfaction and organizational loyalty. On a practical level, this study equips managers with the necessary skills to transform conflicts from obstacles that hinder work into drivers for innovation and positive change by encouraging diverse viewpoints that break cognitive stagnation. Furthermore, it enhances managerial efficiency in selecting optimal coping strategies, thereby ensuring a stable work environment, increasing productivity levels, and preventing the deterioration of professional relationships, which ultimately supports the achievement of the organization's strategic goals and its long-term sustainability..

➢ **Previous stadies and Literature Review on Conflict Management:**

1. **Quraishi and Rouaim :(2025)** Investigated the impact of conflict management strategies on job performance within public health institutions.

- Objective :To determine how management strategies (Collaboration, Compromise, Avoidance) contribute to enhancing employee performance.
- Methodology :Descriptive-analytical approach, utilizing a questionnaire distributed to healthcare staff.
- Finding :A statistically significant impact of conflict management on performance was found, particularly regarding the Collaboration strategy, which significantly increases employee effectiveness.

2. **Al-Brashdi and Al-Mahdi :(2025)** Explored conflict management strategies from the perspective of faculty members at Sultan Qaboos University.

- Methodology :Descriptive approach, using a questionnaire as the primary tool.
- Finding :Revealed that Compromise and Integration are the most practiced strategies by university leadership to ensure a stable organizational climate.

3. **Asadallah :(2022)** Focused on conflict between school principals and teachers in Kuwait.

- Sample :Included 1,468 individuals from the educational field.
- Finding :Proposed a model for implementing scientific conflict management methods to reduce execution barriers and improve school operations.

4. **Joseph & Gaba :(2023)** Addressed organizational conflict as a driver for decision-making.

- Objective :Analyzed how conflict influences information processing within organizations.
- Finding :Conflict is not always detrimental; it is an essential part of the Attention Distribution process and the development of problem-solving strategies.

5. **Wang :(2023)** Reviewed the relationship between organizational sustainability and conflict management.

- Finding :Indicated that Sustainable Leadership styles rely on "Confrontation" and "Reconciliation" to resolve conflicts fundamentally.
- General Similarities and Differences in the Literature:

Similarities :Most studies agree that conflict is inevitable in the workplace, and its impact (positive or negative) depends entirely on the manager’s competence in selecting the appropriate strategy.

Differences :Recent international studies focus on psychological and technological aspects (e.g., the impact of professional social media on conflict), whereas Arab studies tend to focus on organizational structures and the administrative climate within government and educational sectors

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I.1.. A Theoretical Approach to Organizational Conflict in Organizations

In this section, we will address the theoretical concepts of organizational conflict and its various characteristics.

1.1 Concept of Organizational Conflict:

- Linguistic Definition It refers to dispute, disagreement, or discord.
- Idiomatic Definition :A direct and intentional dispute between individuals or groups striving for the same goal, where one party desires to defeat the other, regardless of whether the primary goal is achieved.
  Conflict is also defined as a competitive situation where the conflicting parties become aware of their contradictions; each party seeks to achieve its objectives at the expense of the other, leading to resulting aggression.
- **Organizational Conflict** :A manifest behavior resulting from a perception coupled with emotion by one party—be it an individual, group, or organization—that another party is seeking to hinder its interests due to their mutual work relations (boularaes & dayf nidal, 2021-2022)
  It is also defined as a pattern of social interaction arising from a conflict of interests. It is a competitive situation where each competitor identifies their rival and realizes there is no way to reconcile their interests. Consequently, competition turns into conflict, and each party strives to undermine the other (zaki, 1986, p. 276)
  Conflict is also defined as a situation where individuals have incompatible goals, perceptions, or emotions, leading to opposition (c, 2005, p. 15)

No organization or institution is devoid of conflicts within its work environment; conflict is an entirely normal phenomenon present in our daily lives—whether familial, political, or otherwise. Hardly a day passes without us being exposed to it (E & L Dolan Morin, 2017, p. 384)

Conflict is a disturbance and disruption of the decision-making process, whereby an individual or group faces difficulty in selecting the best alternative (Farouk & Mesous Yaakoub, 2023, p. 151)

1.2. The Evolution of the Conflict Concept: The concept of conflict has evolved through three distinct stages: (Al-Taie, 2008, p. 247)

Figure (01) : The Evolution of the Conflict Concept



The Source: Prepared by the researcher based on the reference (Al-Taie, 2008, p. 247)

- **Traditional View:**
  This stage regarded conflict as a pathological condition that must be avoided or eliminated. It was seen as a cause of chaos that hinders organizational operations. Consequently, conflict was addressed through threats, punishment, and the imposition of strict control.
- **Behavioral View:**
  This perspective adopted the idea that conflict is inevitable as a result of social interaction processes. Both the traditional and behavioral views tended to rely on authority (power) to confront and resolve conflict.
- **Interactionist View:**
  This view embraced the philosophy that conflict is not only inevitable within organizations but can also have positive and beneficial aspects for the organization in certain instances. Therefore, it is not in the organization's best interest to completely eliminate all conflicts.

In this regard, **Louis Gallois** (2001) argues that:The total absence of conflict in organizations is undesirable, as is excessive, intense conflict. An absence of conflict indicates employee apathy and a lack of participation, suggesting that the organization is stifling creative and innovative thinking. On the other hand, excessive conflict hinders work by damaging morale, obstructing coordination, and preventing employees from achieving their goals efficiently. Therefore, results are optimized when conflict is maintained at a moderate level (Gallois, 2001, p. 9)

1.3 Causes of Organizational Conflict:

Numerous factors contribute to the emergence of conflict within an organization, whether between individuals, groups, or multiple departments, each having its own specific triggers. The primary causes of organizational conflicts are as follows: (elsayed, 2012, pp. 4-6)

- Administrative Communication Problems:

Most problems stem from misunderstandings or a lack of clarity in communication lines and channels. These include issues in interpersonal communication and mutual correspondence between individuals or with higher authorities. Effective communication helps mitigate risks and avoids negative outcomes for administrative organizations. Barriers to administrative communication include individual differences in perceiving the communication process and varying attitudes, such as introversion, information withholding, and overstepping lines of authority.

-Organizational Barriers or Structural Issues:

These barriers manifest in weak or non-existent organizational structures, leading to a lack of clarity

regarding the specialties, duties, and responsibilities assigned to each position. Common examples include conflicts between advisory (staff) units and executive (line) units, or issues arising from the absence of information management.

-Environmental Barriers or Problems:

These emerge in both internal and external environments, represented by the language used, the connotations of terms, or deficiencies in the communication tools employed. They may also result from a lack of scientific methodology or a healthy work climate, leading to haphazard behavior, low productivity, and increased costs. Key factors that help trigger conflict here include:

1/Conditions: Such as poor communication or an inefficient organizational structure.

2/Conflict Perception: How administrators perceive conflict based on their own understanding and knowledge.

3/Conflict Translation: How individuals interpret conflict in the form of competition or alliances.

-Work Interdependence:

This is considered a major cause of conflict between groups. It refers to the extent to which two groups depend on and need each other to complete their work and achieve their goals. While this situation requires mutual cooperation, it often generates sharp conflicts leading to tension, anxiety, and frustration. Consequently, it can be inferred that as interdependent relationships increase, the intensity of conflict increases.

-Ambiguity or Conflict of Means and Goals:

Differences in goals, values, and methods vary from person to person. The more ambiguous the goals and the means required to achieve them, the more conflict arises and intensifies. Although every institution operates within a general organizational goal, this does not prevent conflicts between specific objectives. Some groups may exploit this ambiguity or conflict to increase their size or status at the expense of others.

1.4 Additional Causes of Conflict:

- Professional and Functional Loyalties : Diversified affiliations and loyalties toward specific professions or departments.

- Personality Trait Disparities : Variations in individual characteristics and behavioral patterns.

- Seeking Personal Prominence : Individuals striving for personal recognition and status instead of prioritizing the team's collective interest.

- Desire for Dominance : The urge to exert control and authority over the work team.

- Unresolved Conflict Frustration : Frustration among team members due to persistent, unresolved conflicts and the perceived laxity or indifference of management.

1.5 Indicators or Symptoms of Conflict:

- Loss of Patience : Growing irritability and impatience among team members.

- Premature Attacks on Ideas : Ideas being criticized or attacked before they are fully presented or articulated.

- Formation of Factions : Members aligning themselves with specific cliques or internal alliances.

- Emotional Reactions : Providing feedback and comments in an impulsive or highly emotional manner.

- Expressions of Anger : Verbal or non-verbal (gestural) displays of anger and discomfort.

1.6 Types of Organizational Conflict:

These can be categorized into three types: (http://dspace.univ-djelfa.dz/, 2024, pp. 47-48)

- Organized Conflict:

This is planned conflict used to express actions requiring collective solidarity. Formal negotiations are used for resolution; however, when negotiations fail to achieve desired goals, collective sanctions such as strikes may be employed. A typical example is the conflict between labor unions and the organization.

- Unorganized Conflict:

This is spontaneous conflict where individual means are used to express friction, such as complaining, grumbling, tardiness, absenteeism, or resigning.

- Functional Conflict:

This occurs when the goals of two parties within the organization align to improve and develop job performance.

- Dysfunctional Conflict:

This results from the interaction between parties with differing goals, hindering the organization's success in achieving its objectives. Functional conflict is distinguished from dysfunctional conflict by its nature. Generally, there are three types of conflict: Task, Relationship, and Process.

- Task Conflict: Relates to the content and goals of the work.

- Relationship Conflict: Relates to interpersonal connections.

- Process Conflict: Relates to how the work is accomplished.

Notably, **relationship conflict** is considered **dysfunctional** because increased friction and hostility between individuals heighten personality clashes and reduce mutual understanding.

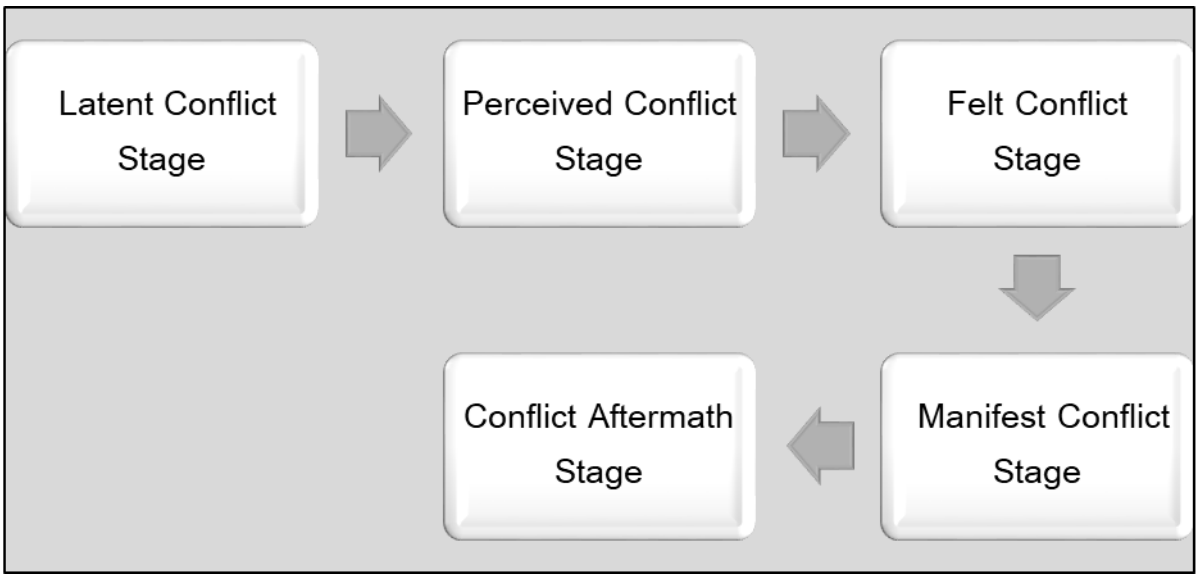
I. 2. Methods of Managing Organizational Conflict within Organizations

In this section, we will attempt to explain how conflict is managed within organizations, a process that requires a specific set of foundations. However, it is first necessary to identify the stages of organizational conflict development.

2.1 Stages of Organizational Conflict

The conflict life cycle passes through several developmental stages; it does not emerge all at once but rather progresses through multiple steps. Nevertheless, researchers have not reached a comprehensive or specific consensus regarding these stages, their nature, or their duration. Among the most widely accepted and prevalent models in this field is the one proposed by **Louis Pondy**, who argues that conflict passes through five stages: (sara, 2014, pp. 89-90)

Figure 02: Stages of Organizational Conflict



The Source: Prepared by the researcher based on the reference (sara, 2014, pp. 89-90)

- Latent Conflict Stage:
This stage involves the pre-existing conditions or triggers for conflict; a source exists with the potential to develop into a full conflict. These often relate to competition over resources, goal divergence, and interdependence between individuals or groups. At this point, the conflict is implicit, unannounced, and suppressed. Some researchers refer to this as the "Anticipation Stage"—for instance, when an organization plans to introduce new equipment that might reduce the workforce. Once this information leaks, a clash of opinions is anticipated.

-Perceived Conflict Stage:
In this stage, the parties involved begin to recognize and notice the existence of conflict. One party perceives a threat to their goals or senses the significance of the disagreement regarding their personal interests.

-Felt Conflict Stage:
Conflict clearly crystallizes here, generating emotional responses among the parties, such as personal internal feelings of anxiety, tension, or anger. The vision regarding the nature, causes, and consequences of the conflict becomes clearer, and each party engages in the conflict to achieve their personal objectives, even at the expense of the organization's general goals.

-Manifest Conflict Stage:
During this stage, individuals or groups resort to open and explicit methods to express conflict against other parties. It is expressed behaviorally, where each party deliberately seeks to frustrate their opponent, refuses to cooperate, withdraws, or uses other defensive mechanisms.

-Conflict Aftermath Stage:
The outcomes of conflict depend on the management style used. If conflict is managed in a way that satisfies all parties, it will lead to increased functional cooperation and encourage future understanding and coordination. Conversely, if the conflict is suppressed, avoided, or managed through a "win-lose" approach leading to dissatisfaction, matters are likely to worsen, leading to

new conflicts later. If employees feel frustrated due to failed conflict management, the renewed conflict may become a far greater problem than before.

2.2. Methods of Managing Organizational Conflicts:

Several studies agree that the most important techniques for containing organizational conflict are as follows: (HR, 2012)

-Avoidance Style:

This refers to the process of withdrawing from conflict management. It involves avoiding conflict with the other party through postponement, ignoring the issue, or separating the conflicting parties. A manager might avoid attending a specific meeting, even if this leads to negative impacts on goal achievement. However, it can be used when others—such as a subordinate—are better positioned to manage the conflict than the manager.

-Accommodation Style (Smoothing):

In this style, the manager acts as if the conflict will dissipate over time, calling for cooperation and attempting to reduce tension. This approach encourages parties to hide their feelings, making it less effective for many problems. It is typically used when the conflict is based on personality clashes between the parties.

-Compromise Style:

This style is characterized by a moderate level of both assertiveness and cooperation. It is utilized through negotiations when the power of the conflicting parties is equal.

-Competition Style (Forcing):

In this approach, the manager relies on formal authority and position power. The resulting solution favors only one party. When conflict arises between colleagues, the manager exercises authority over the other party. Depending on this style can diminish work motivation; however, it is used in urgent cases where quick decisive action is essential.

-Collaboration Style:

This is achieved by focusing on points of agreement and avoiding points of contention. This style is distinguished by its high concern for both assertiveness and cooperation, utilizing both power and human relations. The manager investigates the root causes of the conflict with all relevant parties, proposes alternative solutions, and discusses them until an effective and mutually acceptable resolution is reached. Although this style requires significant time—which a manager may not always have—it is considered the best approach. It is used when the conflict involves a fundamental issue affecting the achievement of educational goals, such as a teacher failing to plan their work. Applying employee participation in the decision-making process provides an opportunity to express existing conflicts and allows differences to surface constructively. (hussin, 2004, p. 247)

2.3 Several methods are used to manage conflict in the organizational environment, including:

- **Forcing Style:** Using power and the system to compel the other party to accept a specific viewpoint.
- **Accommodation Style:** Surrendering one's own demands and accepting the demands of the other party.
- **Compromising and Smoothing Style:** Attempting to minimize points of disagreement and focusing on common interests by conceding some demands in exchange for the other party doing the same.

- **Confrontation (Collaboration):** Identifying and focusing on shared interests among the parties, then aligning them with the organization's higher goals.

Choosing the appropriate style for resolving a specific conflict lies in analyzing the conflict to identify its causes, effects, and parties involved—understanding their goals, motives, and level of influence. This is followed by studying available alternatives to select the most suitable solution. Consequently, conflict resolution primarily depends on the **situation** and the parties involved. Using these styles helps the organization avoid problems, thereby ensuring development and survival. Management and managers should adhere to the following guidelines during the conflict process:

- **Vision:** The manager's effort to convince all employees of a shared goal that everyone strives to achieve.
- **Goals:** Ensuring they are clear, specific, and applicable.
- **Communication:** Developing communication channels among all parties within the organization to ensure employee comfort.
- **Leadership:** Practicing an administrative approach that results in the manager's positive influence on individuals.
- **Education:** A continuous effort to develop and refine employees' skills, capabilities, and cultural levels.

It is worth noting that some managers do not resort to scientific conflict analysis, but rather manage conflict based on their personality type:

- An evasive manager adopts the Avoidance style.
- A strong/authoritative manager adopts the Forcing style.
- A weak manager adopts the Accommodation style.
- A principled (idealist) manager adopts the Compromising style.
- A realistic manager adopts the Collaboration style.

However, the nature and type of conflict, the issue at hand, the situation, and the personalities of the disputants are all crucial factors that precisely determine the choice of strategy. Most researchers emphasize the importance of **human skills**, logic, rationality, the ability to influence, and opening channels for dialogue to reach solutions that achieve satisfaction for all parties (abdelkarim & rouim faiza, 2015, p. 90)

2.4 Methods of Stimulating Positive Conflict within Organizations

Researchers have formulated a set of procedures used by management to foster disagreements and tensions between individuals and groups, capitalizing on them especially when their levels are very low. Stimulating conflict is considered a vital element of management, as experience confirms that disagreements and tensions often yield fruitful and successful results. This is particularly evident in groups that include dissenting yet highly productive employees; such groups tend to excel as they seek significant attention to prove themselves through work, adopting a competitive approach to achieve this. The methods that can be followed to stimulate positive conflict include) : (http://dspace.univ-djelfa.dz/, 2024, p. 52)

Increasing Horizontal Relations Between Administrative Units :Creating competition among them by rewarding achievement. For example, increasing the number of academic departments within a College of Administrative Sciences can serve as a means to stimulate competition between them. Hiring Employees with Diverse Backgrounds, Experiences, and Values :This serves as a tool to stimulate competition and change work patterns. For instance, appointing professors who are

graduates of various international universities within a single university can be a catalyst for positive conflict.
Communicating Ambiguous Messages :Circulating rumors or ambiguous information regarding the potential dissolution of certain units or the laying off of inefficient employees. Such actions can trigger a positive stimulation of conflict.

II– Methods and Materials:

Research Methodology

In preparing this research paper, the Inductive-Deductive approach was utilized. This methodology focuses on the theoretical presentation of concepts and the analysis of a theoretical approach to organizational conflict within business organizations.

III- Results and discussion :

Through this study, the concept of organizational conflict has been identified, tracking its evolution from the traditional view through the behavioral and interactionist perspectives. The study also addressed the causes giving rise to various disputes within organizations and the stages through which these disagreements develop within the professional environment.
After identifying the general characteristics of organizational conflict, the study shifted to analyzing the management of these differences and the styles adopted to manage conflicts among employees. It became evident that several methods exist to contain conflicts when they are negative, while other methods can stimulate conflict to serve the organization's interests positively.

- **Hypothesis Validation:**
  The hypothesis is proven correct, as confirmed by the study. Leaders, managers, and organization owners must possess sufficient knowledge and culture regarding conflict management, as this organizational behavior is now inherent in every business organization, regardless of its type.
- **Study Findings:**
  We conclude that organizational conflict in business organizations may appear on the surface as a transient organizational state, but it is deeper than imagined due to the effects human behaviors create in the work environment. The findings can be categorized as follows:
- **First: When conflict is managed through collaboration and direct confrontation, it leads to:**

- **Stimulating Innovation :**It generates energy among individuals and reveals latent capabilities that do not emerge under normal circumstances.
- **Improving Decision-Making :**It helps uncover hidden facts and information, facilitating the diagnosis of organizational problems.
- **Preventing Stagnation :**The total absence of conflict may lead to a state of stagnation that hinders institutional growth and competitiveness.

- **Second: Using "Avoidance" and "Forcing" strategies leads to:**

- **Health and Psychological Damage :**Increased anxiety, tension, and psychological stress, which may develop into physical ailments such as heart crises.

- **Resource Diversion :**Consuming a significant portion of organizational resources in side conflicts instead of achieving strategic goals.
- **Decreased Productivity :**Avoidance strategies are directly linked to a decline in organizational performance.

➢ **Recommendations:**

It is essential to diagnose conflict and identify its causes in its early stages to prevent it from developing into a problem that negatively reflects on organizational performance.

Officials within the organization must be sufficiently aware of conflict management methods through continuous learning and participation in training courses on how to control organizational conflict positively and successfully.

Managers and employees must accept disputes and conflicts within the organization as reflections of individual personality, psychological, and social differences. The more employees accept these differences, the more organizational conflict takes a positive path rather than turning into a negative dispute that may cause a loss of talent .

IV- Conclusion:

En conclusion, le conflit organisationnel n'est pas simplement un obstacle administratif à éviter, mais plutôt un phénomène naturel qui reflète la vitalité des interactions au sein de l'organisation. Cette étude a démontré que le succès institutionnel ne dépend pas de l'absence de conflits, mais de l'efficacité de la direction à adopter des stratégies d'intégration intelligentes. Ces dernières transforment les litiges destructeurs en conflits constructifs qui stimulent la créativité et révèlent les dysfonctionnements organisationnels. Investir dans le développement des compétences en gestion des conflits chez les dirigeants et promouvoir une culture du dialogue au sein des ressources humaines demeure la voie optimale pour garantir la durabilité de la performance et atteindre l'excellence organisationnelle dans un environnement de travail en constante mutation.

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