Conflict Resolution in Team: Analyzing the Cause of Conflicts and Best Skills for Conflict Resolution

Conflict Resolution in Team: Analyzing the Cause of Conflicts and Best Skills for Resolution

Tawfig Khidir Ibnouf Adham[1*]

[1]Project Management, LIGS University, United States

*Corresponding author: Tawfig Khidir Ibnouf Adham
Project Management, LIGS University, United States

Abstract		**Original Research Article**

This research study aimed to investigate and assess effective conflict resolution skills and interventions for managing conflicts within the team. Through a comprehensive literature review, a range of conflict resolution skills were identified and categorized into distinct domains. The first domain highlighted the significance of understanding cultural differences and emotional awareness in conflict resolution processes. The second domain emphasized the importance of fostering a cooperative and inclusive team atmosphere to facilitate conflict resolution. The third domain underscored the value of providing constructive feedback as an effective skill to address conflicts. In the fourth domain, effective communication and establishing positive relationships, were emphasized as crucial factors in resolving conflicts. The fifth domain recognized the significance of leadership skills in managing and mediating conflicts within the team. The sixth domain emphasized the skills of trust-building to encourage open dialogue and conflict resolution. The seventh domain highlighted the necessity for effective managerial strategies and decision-making processes in conflict resolution. Finally, the eighth domain encompassed various skills such as problem-solving skills, consistency and clarity skills, conflict analysis skills, active listening skills, and empathy skills, all of which were identified as essential in addressing conflicts within the team. The findings of this research study provide valuable insights into the diverse array of conflict resolution skills applicable to managing and resolving conflicts within the team.

Keywords: Conflict resolution skills, conflict resolution interventions, team conflicts, intragroup conflict, communication, trust, emotional intelligence, cultural intelligence, leadership.

INTRODUCTION

In today's dynamic and interconnected work environments, teams are the lifeblood of organizations, propelling innovation, achieving shared goals, and driving success. Therefore, organizations realized the importance of team and teamwork in addressing various challenges that may hinder their progress and development. Team management enhances employee productivity through collaborative activities, shared monitoring, mutual support, and the cultivation of individual and group capabilities. It fosters the adoption of shared values, guiding every team member's behavior and promoting collective accountability for achieving performance outcomes (Khosravi *et al.,* 2020). Therefore, to achieve the most desired outcomes from teams, a team must be cohesive, synergized, cooperative, and efficient. However, along with the undeniable advantages of teamwork comes the inevitable presence of conflicts. Conflict is a natural part of team dynamics, and its occurrence is unavoidable. The conflict has both positive and negative effects on team performance and outcomes. On the positive side, conflict can stimulate creativity and innovation, challenge assumptions, and improve decision-making. Aghaei *et al.,* (2022) Argued that conflict plays a crucial role in promoting idea-sharing, brainstorming, and effective decision-making among workers, irrespective of their seniority. It is important to adopt an appropriate approach to manage and maintain a certain level of conflict to foster employee agility. When team members are encouraged to express diverse opinions and perspectives, they can draw on their unique experiences and knowledge to generate new ideas and solutions. Moreover, when conflicts are managed effectively, team members can learn from each other, build stronger relationships, and improve communication skills. Therefore, conflicts, regardless of their nature, have the potential to induce mental overload and impair the quality of decision-making,

Citation: Tawfig Khidir Ibnouf Adham. Conflict Resolution in Team: Analyzing the of Conflicts and Best Skills for Resolution. Sch J Eng Tech, 2023 Aug 11(8): 152-162.

152

thereby diminishing employees' capacity to make effective choices (Khosravi *et al.,* 2020).

On the other hand, unresolved conflict can lead to decreased motivation, decreased satisfaction, increased stress, and reduced productivity. Conflict can escalate into more severe issues that can damage team cohesion and lead to adverse outcomes when not addressed. For example, unresolved conflicts can lead to team members disengaging from the project, decreased collaboration, and reduced trust among team members. Ultimately, these issues can lead to decreased team effectiveness and performance. Recognizing the critical need to address team conflict, researchers and practitioners have focused on understanding the causes, dynamics, and potential resolutions for the conflicts. Studying conflict resolution in teams is important for improving team communication, enhancing team dynamics, developing problem-solving abilities, increasing productivity, fostering a positive work environment, promoting personal and professional growth, and boosting employee satisfaction. By acquiring conflict resolution skills, teams can effectively manage conflicts, maximize their potential, and achieve collective success. This research endeavors to delve into the realm of team conflict resolution, exploring the multifaceted nature of conflicts within teams and investigating the potential mechanisms for their resolution skills. By shedding light on the underlying factors contributing to team conflicts, this study aims to equip team leaders, managers, and organizational stakeholders with evidence-based practices skills, and interventions to mitigate conflicts and promote positive team dynamics.

In an era where teamwork and collaboration have become increasingly indispensable, understanding how to resolve conflicts within teams effectively can be a game-changer for organizations striving for excellence. By promoting harmonious and productive team interactions, the findings from this research will contribute to enhancing team performance, employee satisfaction, and overall organizational success.

Study Objectives and Aims
The primary objectives of this research are twofold. Firstly, it seeks to identify and analyze the various sources of team conflicts, examining individual and contextual factors contributing to their emergence. Secondly, this study aims to explore and evaluate effective conflict resolution skills and interventions that can be employed to address conflicts within teams. By synthesizing existing literature and empirical researches, this research endeavors to present a comprehensive framework for team conflict resolution skills. Through a careful examination of the causes and consequences of team conflict, as well as the application of proven conflict resolution strategies, this research aims to provide a valuable resource for researchers, practitioners, and organizational leaders

seeking to navigate the complexities of team dynamics and foster environments conducive to collaboration and achievement.

THEORETICAL BACKGROUND
Conflict and Causes of Conflicts in Teams
Conflict in teams refers to disagreements, tension, or opposing viewpoints that can arise among group members when working together. Diverse perspectives regarding goals and approaches to task completion can give rise to varying opinions; simultaneously, interpersonal tensions may escalate, and conflicts over leadership and power dynamics can hinder effective teamwork and collaboration (L. Greer & Dannals, 2017). The conflicts that arise within an organizational workplace or workgroup typically stem from contradictions in needs, norms, values, interests, and perspectives among individuals working together within that setting (Kayani, 2021). McKibben (2017) Concluded different definitions of conflict including interpersonal disagreements or conflicts arise when two or more individuals hold differing opinions, engage in competition, perceive each other negatively, have unclear role expectations, or experience communication gaps. Therefore, studying intragroup conflicts is essential for understanding group dynamics, enhancing team performance, promoting innovation, managing diversity, and fostering personal and professional development. It allows individuals and organizations to create healthier and more productive group environments. According to McKibben (2017), conflict, when approached positively, has the potential to stimulate and foster change in situations where team dynamics have become stagnant. It can also boost productivity and inspire critical thinking among team members. Alhyari *et al.,* (2020) Argued that there is support for the notion that a certain degree of conflict is necessary for teams to maintain their viability, engage in self-criticism, and foster innovation. Literature concluded three types of intragroup conflicts identified by (Jehn, 1997) including task, relationship, and process. Bendersky & Hays (2011) introduced the fourth type which is status conflict.

Task Conflict
Task conflict refers to disagreements and differences of opinion among individuals or team members regarding the content, goals, or methods of a particular task (Jehn, 1997). It is a type of conflict that arises from conflicting viewpoints, ideas, or approaches related to the work at hand. Task conflict involves differences in how to approach the task, allocate resources, make decisions, or solve problems. Research findings regarding the impact of task conflict on team performance lack consistency and show varying results. Wu *et al.,* (2017) concluded their findings and argued that task conflict contributes to stabilizing the demand for benefits within project teams and enhances communication as well as the establishment of trust mechanisms. Downes *et al.,* (2021) demonstrated that

team performance-prove goal orientation (PPGO) exhibited a positive correlation with collaboration and team performance, particularly in situations characterized by high task conflict and low relationship conflict. While De Clercq & Belausteguigoitia (2017) argued that task conflict diminishes job satisfaction; however, they noted that this effect is attenuated when individuals possess higher levels of transformational leadership, tenacity, and passion for their work.

Relationship Conflict

This conflict refers to disputes, disagreements, or tension among team members. In particular, relationship conflict occurs when there is a personal incompatibility between members (Caputo et al., 2018). Past research studies have indicated that relationship conflicts among team members can lead to anger and dissatisfaction, ultimately impeding their ability to effectively accomplish tasks (Khosravi et al., 2020). Failure to address task conflict or process conflict adequately can result in their escalation and subsequent development into relationship conflict (Wu et al., 2017). Therefore, relationship conflicts can distract team members from their tasks and reduce their focus on achieving common goals. This distraction can lead to decreased productivity and hinder the team's overall performance. Continuous relationship conflicts create a negative work environment, which can lead to decreased morale and job satisfaction. Team members may experience stress, anxiety, or frustration, affecting their motivation and commitment to the team's objectives.

Process Conflict

Process conflict involves incompatible views about how the work should be accomplished (Alhyari et al., 2020). It often involves debates and disagreements about the procedures, timelines, allocation of resources, or division of responsibilities within the group. Process conflict is an exceptional form of intragroup conflict due to its intricate interpersonal dynamics, encompassing concerns related to tasks, relationships, and power dynamics. Study on the impacts of conflicts on team trust and Performance, Yuni et al., (2020) revealed that process conflict exhibits a positive correlation with team trust while displaying a negative association with team performance. The authors argued that there is a reciprocal relationship between task and relationship conflict and process conflict. While process conflict can initially create challenges and hinder group effectiveness, it also offers potential benefits. It can stimulate critical thinking, encourage creativity, and promote a more thorough evaluation of different options. If managed constructively, process conflict can lead to better decision-making, innovative solutions, and improved overall group performance.

Status Conflict

Bendersky & Hays (2011) defined status conflict as the attempts to defend or elevate one's own relative status. This form of conflict is driven by the desire to maintain or enhance one's own status while diminishing the status of others. It occurs when individuals or groups compete for recognition, power, resources, or influence based on their status or social standing. Status conflicts can result in strained relationships, reduced cooperation, and decreased overall group cohesion. Although status conflict does occur independently, it was more common that a task, relationship, or process conflict served as an arena for a status contest (Bendersky & Hays, 2011). Greer & Dannals (2017) concluded that status concerns are insidious challenges to teams, and often may explain why more destructive conflict forms arise in teams, such as process conflict. Thus, understanding the types and causes of conflict in teams is important for effective conflict resolution. Wu et al., (2017) Argued the goal of handling project teams' conflicts is, based on different skills and knowledge, to coordinate all project stakeholders in dealing with both existing and hidden conflicts. Gonçalves, et al., (2016) highlighted the importance of enhancing individuals' constructive conflict resolution skills as a means to ensure effective management of conflicts.

Conflict Management Styles

There are different models and approaches to conflict resolution that have been proposed in the literature, such as the Thomas-Kilmann Conflict Mode Instrument (TKI) and interest-based problem-solving (Oghenechuko & Godbless, 2018).

Thomas-Kilmann Conflict Mode Instrument (TKI) (1976)

The Thomas-Kilmann Conflict Mode Instrument (TKI) (1976) Figure 1 (Sample, 2008) is a tool used to assess an individual's preferred conflict-handling styles, which include competing, collaborating, compromising, avoiding, and accommodating. In a collaborative setting, different individuals may employ various problem-solving styles. Collaborators strive to meet the needs of all team members, whereas compromisers aim to find a solution that benefits the majority. Accommodators prioritize the needs of others, sometimes at the expense of their own. Competitors tend to assert their authority to push their own agenda, while avoiders may not take any action, leading to potential long-term problems. In their study examining the impact of inter-organizational conflict on project-added value, Wu et al., (2017) concluded that the influence of task, process, and relationship conflicts on added value in construction projects is contingent upon conflict management strategies. When employing a collaborative strategy, task and process conflicts exhibit a positive relationship with project-added value, while relationship conflict shows a negative relationship. Conversely, when adopting a competitive strategy, all three types of conflicts - task, process, and relationship - display a negative association with the added value in construction projects.
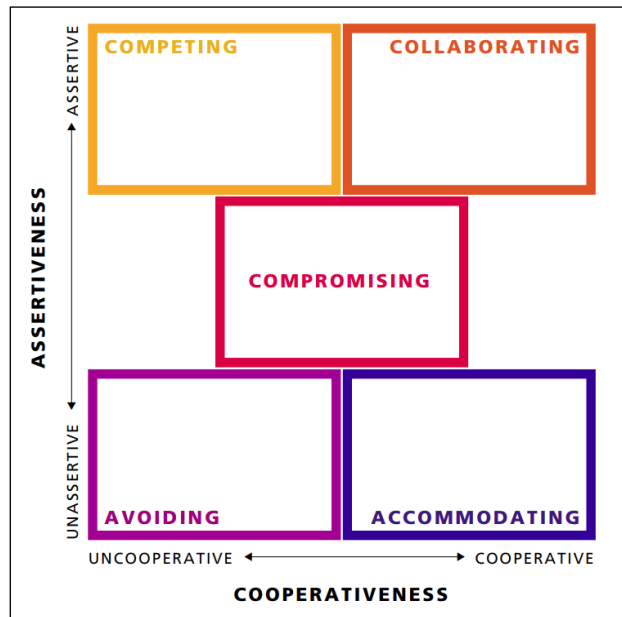
Figure 1: Thomas-Kilmann Conflict Mode Instrument (TKI)
Source: Thomas-Kilmann Conflict Mode Instrument (TKI) Cited from (Sample, 2008).

Interest-Based Conflict Management System (Oghenechuko & Godbless, 2018)

Interest-based conflict management system focuses on identifying the underlying interests and needs of parties involved in a conflict, rather than just their positions. This model aims to find mutually beneficial solutions that go beyond simple compromise or win-lose outcomes. The core of this approach is the recognition that conflicts arise due to differing interests, concerns, or values held by individuals or groups. Instead of directly attacking positions or engaging in confrontations, the interest-based problem-solving model encourages parties to identify and understand their underlying interests. This model of conflict resolution promotes open communication, active listening, empathy, and a collaborative mindset. It encourages parties to move away from adversarial positions and towards finding common ground and mutually beneficial solutions. This approach fosters better relationships, enhances understanding, and increases the likelihood of sustainable resolutions to conflicts in various contexts. Interest-based conflict management fosters a systemic approach to resolving conflicts, enhancing the organization's ability to gain insight into itself by continually addressing areas of disagreement and discord. Additionally, it provides system participants with opportunities to develop their interest-based skills and collaborative problem-solving techniques, which are essential for utilizing the system effectively and feeling empowered. Moreover, designing interest-based methods through interest-based processes serves as both a partnership-building and problem-solving endeavor. When stakeholders actively participate in the design process, they become genuine partners in identifying, comprehending, and managing their disputes, assuming a greater sense of

accountability for the conflict management system's successful operation (Oghenechuko & Godbless, 2018).

Apart from the mentioned approaches, the literature proposes various theoretical frameworks for conflict resolution. Two examples are the Dual Concern Model (DCM) (Blake & Mouton, 1964) and the Integrative Model of Conflict Resolution (IMCR) (Pruitt & Carnevale, 1993). Each of these approaches possesses its own set of strengths and weaknesses. The selection of an approach relies on the specific characteristics of the conflict and the objectives of the parties involved. Overall, a theoretical understanding of conflict resolution in teams can provide a useful foundation for identifying best practice skills for conflict resolution. Therefore, Thomas-Kilmann Conflict Mode Instrument (TKI) and interest-based problem-solving are two examples of models and approach to conflict resolution that can be used to guide research in this area.

Study Problem and Hypothesis

In the past few years, the majority of research on team conflict has been primarily centered around the impacts of conflicts on team trust and performance (Yuni *et al.,* 2020), relationships between conflict and team outcomes (Suifan *et al.,* 2020), the influence of conflict on individual team commitment (Lee *et al.,* 2018), Impact of conflict on employees' job satisfaction (De Clercq & Belausteguigoitia, 2017), and the influence of conflict on employee's agility (Aghaei *et al.,* 2022). Henceforth, the study aims to address the problem of team conflict resolution skills by identifying effective skills. Therefore, the following hypothesis is proposed:

Hypothesis: To effectively resolve team conflicts, conflict mediators must cultivate specific skills that promote practical conflict resolution strategies and techniques for preventing, managing and de-escalating conflicts.

Wu *et al.,* (2017) Argued that the goal of handling project teams' conflicts is, based on different skills and knowledge, to coordinate all project stakeholders in dealing with both existing and hidden conflicts. Greenwood & Haar (2017) contended that conflict management skills can be considered as essential components of a supervisor's toolkit. McKibben (2017) Mentioned that effective resolution and conflict management can be beneficial if managed practically. Khosravi *et al.,* (2020) asserted that; in order to mitigate conflicts among project team members, project leaders and organizations can employ a variety of resolution strategies aimed at facilitating better understanding, management, and regulation of emotions among project workers. Kwofie *et al.,* (2023) advocated that with the increasing complexity and competitiveness of the business environment, conflicts become unavoidable, highlighting the need for the adoption of more effective conflict resolution strategies.

METHODOLOGY AND DATA SOURCE

This research conducted a literature review to collect data about conflicts, conflict management, and conflict resolution. Conducting a comprehensive literature review is a vital research methodology that skillfully synthesizes the existing knowledge base, enabling a deeper understanding within a broader context and offering valuable recommendations for future studies (Razi *et al.,* 2019). Moreover, reviewing previous studies offers significant benefits for both industry practitioners and scholars by providing them with comprehensive and valuable sources. Additionally, it facilitates meaningful discussions, allows for drawing insightful conclusions, and helps in identifying future research directions (Yap *et al.,* 2021). Therefore, the present study utilized Google Scholar (GS) and Research Gate as research engines in order to gather data on conflict resolution skills in teams. Specific keywords such as team conflicts, conflict management, conflict resolution, and disputes were employed to search for relevant topics. The search focused on data published between 2017 and 2023 to narrow down the scope to relevant subjects. The initial examination on Google Scholar (GS) yielded a total of 17,800 topics. To establish the selection criteria, the following conditions were applied: publications had to be in English, published between 2017 and 2023, and focused on conflict management and conflict resolution. Furthermore, the publications had to be published in scientific journals. After a meticulous process of checking, evaluating, and removing duplicate studies, a final set of 40 studies were identified. Further reading of all 40 studies revealed that 18 researches related to conflict resolution skills were published between 2017 and 2023, while 22 studies were excluded. Although the excluded studies were related to conflict management, they did not investigate resolution skills. Therefore, these studies were omitted from the analysis.

RESULTS AND FINDINGS

According to the literature, numerous skills have been identified that effectively facilitate the implementation of practical conflict resolution strategies and techniques. These skills play a crucial role in preventing conflicts, managing them, and effectively de-escalating tense situations. A comprehensive overview of these skills can be found in Table 1 and as explained below.

Cultural Intelligence and Emotional Intelligence Skills

Davaei *et al.,* (2022) Presented previous studies that recognized the influence of different bits of intelligence, including cultural intelligence (CQ) and emotional intelligence (EQ), on conflict dynamics. The authors' findings revealed that both cultural intelligence (CQ) and emotional intelligence (EQ) among team members contribute to a decrease in the occurrence of various types of intragroup conflicts. Specifically, as the level of Emotional Intelligence (EQ) decreases within the team, there is an increased risk of process and task conflict within the team. Additionally, when individual team members have lower levels of EQ and CQ, there is a higher likelihood of experiencing interpersonal, process, and task conflicts at the team level. Cavaletti *et al.,* (2021) Argued that emotional intelligence plays a crucial role in differentiating productive, task-focused conflict from unproductive, relationship-focused conflict and positively influences leaders in effectively managing conflicts. Therefore, the authors concluded that individuals with higher emotional intelligence demonstrate superior skills in conflict management, building relationships, fostering trust, and perceiving project success. Khosravi *et al.,* (2020) Demonstrated that effective emotion regulation and management enable project team members to regulate and comprehend their own emotions as well as the emotions of their colleagues in response to conflict situations. Consequently, improving emotional intelligence can alleviate the negative impact of relationship conflicts (Rezvani *et al.,* 2019).

Cultural intelligence also plays a significant role in adopting effective conflict management strategies. Gonçalves *et al.,* (2016) have shown that cultural intelligence can predict an individual's conflict resolution approaches, and self-monitoring, although controversial, is linked to these styles. Self-monitoring is found to be an influential factor in conflict management, influencing the choice of dominant style during conflict situations. When individuals possess a heightened awareness of each other's cultural background and consciously emphasize their connection with others during social interactions, they

are more likely to employ conflict resolution strategies that benefit both parties involved. By prioritizing mutual benefits and maintaining strong relationships, individuals can navigate conflicts effectively and promote positive outcomes. These findings have provided valuable insights into how cultural intelligence and self-monitoring influence conflict-resolution styles. By establishing a company culture that values different perspectives, opinions, and cultural diversity, managers can lay the groundwork for maximizing employee agility and productivity (Aghaei *et al.,* 2022).

Collaborative Environment Skills
The objective of effectively managing conflicts within project teams is to harmonize the efforts of various stakeholders by leveraging diverse skills and knowledge (Wu *et al.,* 2017). Preventing or resolving conflict can be achieved by cultivating a harmonious team environment and boosting morale. Cultivating mutual respect is crucial in teams for creating a positive working environment. Respectful interactions among team members contribute to a team atmosphere and a more productive work outcome (McKibben, 2017). Creating an environment that fosters open communication, encourages information sharing, and promotes diversity and tolerance is vital for conflict resolution (Aghaei *et al.,* 2022).

Feedback Intervention Skills
Conflict resolution focuses on resolving the underlying problem rather than blaming individuals. Condemning individuals is not a productive solution. Negative behaviors such as challenging behavior and condescension can lower morale and create negative feelings. Additionally, contradictory or confusing actions can lead to uncertainty and frustration, undermining respect and creating further conflicts. Understanding the individuals involved in a conflict is essential to minimize or effectively manage it. Gaining insights into their perspectives, motivations, and needs can aid in finding suitable resolutions and restoring harmony (McKibben, 2017). Therefore, providing positive feedback has been shown to decrease team relationship conflict, leading to a positive impact on team creativity. Conversely, negative feedback has the potential to increase team relationship conflict, resulting in a negative effect on team creativity. Thus, managers should take the initiative to implement appropriate feedback valence interventions, establishing a feedback intervention mechanism that effectively reduces team relationship conflict and fosters an environment conducive to team creativity (Liu *et al.,* 2022).

Communication and Relationship Skills
Ineffective communication among teams is a significant contributor to disputes. Therefore, several factors influence effective communication, aiming to minimize disputes. These factors include human aspects, technical considerations, organizational elements, cultural influences, and environmental factors. By addressing these aspects, teams can enhance communication and reduce the occurrence of disputes (Amila, 2022). It is necessary to establish a formal communication mechanism to harness the benefits of task conflict while minimizing the negative effects of process and relationship conflict (Wu *et al.,* 2017). The authors also highlight that the higher levels of communication willingness, contribute to a team's work enthusiasm, sense of belonging, and proactive attitude, thereby fostering increased idea generation and creativity in problem-solving during project implementation. As a result, communication willingness positively influences process and task conflict while negatively affecting relationship conflict. Moreover, leveraging communication channels such as progress meetings and well-documented information ensures accurate, relevant, and sufficient communication for project processes and tasks. Ultimately, effective formal communication contributes to the reduction of both task and process conflict. These findings were supported by Cavaletti *et al.,* (2021), Downes *et al.,* (2021), and Wu *et al.,* (2017). Khosravi *et al.,* (2020) argued that enhancing trust within teams and cultivating long-term cooperative relationships can be achieved through effective communication facilitation and the establishment of meaningful horizontal working connections. Rezvani *et al.,* (2019) concluded that when project teams possess the capability to manage their negative emotions through emotional intelligence, adverse reactions to conflict are likely to diminish. This, in turn, facilitates effective communication, fosters creativity in addressing complex challenges, and encourages the exchange of knowledge and information among project teams.

Leadership Skills
Foncubierta-Rodríguez *et al.,* (2021) found that implementing the Transformational Leadership Style leads to an expansion of the positive area of conflict. This expansion is further enhanced by fostering open discussions of ideas and encouraging the exchange of diverse points of view. The authors reached this conclusion based on the transformative leader's ability to foster increased team cooperation and promote interactive team dynamics. Moreover, Gonçalves *et al.,* (2016) argued that personality attributes such as intelligence, ethics, flexibility, assertiveness, and openness have been associated with different conflict management styles in several studies. Yin *et al.,* (2022) their findings indicated a significant positive impact of a leader's cooperative conflict management style on both the positive emotional climate within the team and the team's passion. Furthermore, the positive team emotional climate was found to mediate the relationship between the leader's cooperative conflict management style and team passion. Additionally, the study revealed that team emotional intelligence acts as a moderator between the leader's cooperative style and the development of a positive team emotional climate. In addition, when team

leaders embrace a cooperative conflict management style, it cultivates an environment of team psychological safety, resulting in enhanced team innovation performance (Yin *et al.,* 2022). Kayani (2021) provided compelling evidence that conflicts within or between project teams have a detrimental effect on team performance. However, these conflicts can be effectively managed and resolved through the implementation of temporal leadership strategies. Temporal leadership has garnered significant research attention in recent years due to its association with positive outcomes. By promptly addressing and resolving misunderstandings within project teams, temporal leaders exhibit self-confidence and foster a cohesive working environment. Through effective task organization, coordination, and motivation, temporal leadership empowers managers to guide their teams toward achieving optimal results. The author added further that by employing temporal leadership strategies, team leaders can mitigate conflicts, foster collaboration, create an atmosphere conducive to high performance, and maximize the potential of their teams. Thus, effective leadership, fostering positive team dynamics and communication, promotes shared problem-solving and embraces change (McKibben, 2017).

Trust Development Skills

Trust is identified as a critical boundary condition in the relationship between conflict and performance. Consequently, project managers and leaders should possess a comprehensive understanding of the project and actively foster trust development to mitigate the detrimental effects of conflict among team members (Khosravi *et al.,* 2020). Trust among project participants is inversely related to task conflict, process conflict, and relationship conflict. Consequently, fostering a project trust culture and creating a supportive working environment becomes imperative. Therefore, establishing trust mechanisms based on equal cooperation among project participants is essential to harness the positive impacts of task and process conflict while mitigating the adverse consequences of relationship conflict. These mechanisms should prioritize mutual trust as a foundational element (Wu *et al.,* 2017). The authors added that it is crucial to prioritize the cultivation of trust among project teams, with a specific focus on fostering calculative trust. Thus, to foster long-term cooperative relationships, deliberate efforts are required to develop and nurture calculative trust. Khosravi *et al.,* (2020) Argued that rather than fixating on conflict situations, the cultivation of high levels of trust among project team members fosters an emotional bond and a safe environment. This, in turn, encourages open discussions, effective problem-solving, and the facilitation of creative ideas, particularly in times of crisis. Furthermore, trust and conflict within the team act as mediators in the relationship between team emotional intelligence and team performance. The

ability to perceive and understand one's own emotions as well as the emotions of others significantly enhances the likelihood of team performance by fostering trust and reducing conflict. Managers can leverage these findings to enhance team performance and mitigate conflict (Rezvani *et al.,* 2019). The findings revealed by Ratasuk & Charoensukmongkol (2019) indicate that teams characterized by a high level of trust experienced lower levels of conflict and achieved greater team innovation compared to teams with low levels of trust. The authors argued that increased trust within a team fostered openness among members, leading to reduced interpersonal conflict. Consequently, team members exhibited a greater willingness to contribute and share resources, which are essential for generating new ideas and fostering innovation.

Managerial Skills

The presence of strong managers' support acts as a buffer, mitigating the impact of intra-group conflict on negative affect. This means that when supervisors actively support teams and foster stability within the group, they create an environment with reduced conflict and less negative emotional impact (Greenwood & Haar, 2017). The authors further argued that the nature of supervisor support suggests that demonstrating interest in team difficulties, actively listening to problems, and showing genuine concern for the well-being of team members are crucial interpersonal communication skills for supervisors. These attributes contribute to effective support and can positively influence team dynamics. Moreover, their findings indicate that supervisor supports not only directly influences outcomes such as reducing intra-group conflict, alleviating negative affect, and enhancing job satisfaction but also interacts with intra-group conflict itself. Consequently, providing supervisors with the necessary tools and training can greatly contribute to successful conflict management within teams. Aghaei *et al.,* (2022) emphasize the importance of managerial support in harnessing conflict for high job performance among team members. Additionally, the authors argued that managers are advised to assign challenging tasks to engage employees' focus and energy on task completion rather than interpersonal differences. While, Downes *et al.,* (2021) strongly advise managers to prioritize contingent factors such as team trust and communication in order to harness the advantages of task conflict and mitigate the harmful consequences of relationship conflict.

Other Conflict Resolution Skills

The literature revealed other conflict resolution skills that include Problem-Solving Skills: Focusing on the Issue and not Blaming Individuals; Consistency and Clarity Skills: Avoiding contradictory or confusing actions, promoting certainty, and clarity; Conflict Analysis Skills: Identifying conflict source, type, and root causes (McKibben, 2017). Active Listening Skills: Listening to problems and demonstrating care for Well-

being (Greenwood & Haar, 2017). Empathy Skills: Understanding and sharing others' emotions (Gonçalves, *et al.,* 2016).

Table 1: Effective Team Conflict Resolution Skills

Skill Category	Skills Techniques
Communication and Relationship Skills:	Establishing effective communication to minimize disputes Managing relationship conflict through formal communication Leveraging informal communication for process and task conflict Mitigating relationship conflict through formal channels Fostering open communication
Leadership Skills	Providing adequate support Applying the appropriate leadership style Expanding positive areas of conflict Enhancing team cooperation Facilitating team interaction Demonstrating a cooperative conflict management style Fostering long-term cooperation Foster problem-solving skills Encouraging creativity Building strong relationships
Cultural Intelligence and Emotional Intelligence Skills	Enhancing Cultural Intelligence and Emotional Intelligence Understanding and managing emotions and self-management Creating a positive team emotional climate Minimizing interpersonal differences Establishing a tolerant culture Embracing different opinions, values, and cultural diversity Minimizing interpersonal differences
Managerial Skills	Attending to contingent factors Building team trust Facilitating effective communication Harnessing benefits of task conflict Mitigating deleterious effects of relationship conflict
Collaborative Environment Skills:	Creating a welcoming atmosphere and a safe environment sharing ideas and Encouraging open discussion Openness to constructive criticism Supporting collaborative decision-making Encouraging teamwork and idea discussion
Feedback Intervention Skills	Providing constructive feedback Avoiding negative feedback Initiating appropriate feedback valence interventions Establishing feedback intervention mechanisms
Trust Development Skills	Building trust as a boundary Fostering trust, openness, and resource sharing
Other Skills	Problem-Solving Skills Consistency and Clarity Skills Conflict Analysis Skills Active Listening Skills and Empathy

CONCLUSION AND RECOMMENDATIONS

In conclusion, this research study aimed to explore and evaluate effective conflict resolution skills and interventions for addressing conflicts within teams. Through an extensive literature review, numerous skills and strategies were identified to promote harmonious team dynamics and productive conflict resolution. The findings of this research shed light on a wide array of conflict resolution skills that can be employed to minimize disputes and foster a positive team climate. Among these skills, establishing effective communication was highlighted as a fundamental factor in mitigating both relationship and task conflict. Encouraging open discussion, sharing ideas, and exchanging points of view were deemed essential in creating a safe environment where team members feel comfortable voicing their perspectives. Furthermore, the research emphasized the significance of building trust among team members. Trust acts as a boundary that allows team members to feel secure in sharing their

thoughts and ideas, ultimately leading to more collaborative decision-making processes. The study also underscored the importance of emotional intelligence and cultural intelligence in conflict resolution. Understanding and managing emotions, fostering a positive team emotional climate, and embracing cultural diversity were identified as critical elements in resolving conflicts stemming from interpersonal differences. Moreover, the research highlighted problem-solving skills, active listening, empathy, consistency, clarity, and conflict analysis skills as valuable assets for addressing conflicts effectively and finding mutually beneficial solutions. To implement these conflict resolution skills and interventions successfully, appropriate leadership styles that encourage teamwork, idea discussion, and constructive feedback are essential. Providing adequate support and initiating feedback intervention mechanisms were identified as facilitative measures in this regard. In conclusion, this research provides valuable insights into the diverse range of conflict resolution skills and interventions available to teams seeking to manage and resolve conflicts constructively. By employing these strategies, teams can foster a more harmonious and productive work environment, leading to improved cooperation, creativity, and overall team performance.

Based on the conclusions drawn from this research study on effective conflict resolution skills and interventions within teams, the following recommendations can be made:

➤ **Training and Development Programs.** Organizations should consider implementing training and development programs that focus on enhancing conflict resolution skills. These programs can provide team members with the necessary knowledge and techniques to effectively communicate, manage emotions, and resolve conflicts constructively.

➤ **Leadership Development.** Organizations should invest in leadership development programs that emphasize the importance of fostering teamwork, facilitating open discussions, and providing constructive feedback. By equipping leaders with the skills to manage conflicts and promote a positive team climate, they can effectively guide their teams toward successful conflict resolution.

➤ **Cultivating a Positive Team Climate.** Organizations should strive to create a positive team climate that encourages trust, open communication, and respect for diverse opinions and cultural backgrounds. By establishing a safe and inclusive environment, team members will feel more comfortable expressing their viewpoints and engaging in collaborative problem-solving.

➤ **Tailoring Approaches.** Recognize that each team is unique, and therefore, it is important to tailor conflict resolution and conflict management approaches to the specific dynamics and contexts of the team. Consider factors such as team size, organizational culture, and the nature of the conflicts being addressed. This customization will ensure that interventions are relevant and effective in promoting harmonious relationships and achieving desired outcomes.

However, with ongoing commitment and application of these conflict resolution skills, teams can strive for long-term cooperation, improved relationships, and increased productivity. Thus, the findings of the study contribute to the theory of competency performance.

REFERENCES

- Aghaei, I., Haghani, M., & Limunga, E. (2022). Task and Relationship Conflicts, Employee Agility, and Perceived Job Performance. *Journal of Management and Research (JMR), 9*(1), 251-7924. doi:https://doi.org/10.29145/jmr.91.02
- Alhyari, S., Alhyari, S., & Sweis, R. (2020). A moderated mediation model of intragroup conflict. *International Journal of Conflict Management, 31*(1), 91-114. doi:10.1108/IJCMA-05-2019-0084
- Amila, N. G. (2022). Importance of Effective Communication to Minimize Disputes in Construction Projects. *Scholars Journal of Engineering and Technology, 10*(7), 128-140. doi:10.36347/sjet.2022.v10i07.002
- Bendersky, C., & Hays, N. (2011). Status Conflict in Groups. *Organization Science, 32*(2), 1-35. doi:10.1287/orsc.1110.0734
- Caputo, A., Marzi, G., Pellegrini, M., & Rialti, R. (2018). Conflict Management in Family Businesses: A Bibliometric Analysis and Systematic Literature Review. *International Journal of Conflict, 29*(4), 519-542. doi:10.1108/IJCMA-02-2018-0027
- Cavaletti, S., Santino, F., Penha, R., da Silva, L., & Bizarrias, F. (2021). The Role of Emotional Intelligence in Project Success, Mediated by the Management of Conflict, Communication and Trust. *International Journal of Business, Economics and Management, 8*(5), 372=389. doi:10.18488/journal.62.2021.85.372.389
- Davaei, M., Gunkel, M., Veglio, V., & Taras, V. (2022). The influence of cultural intelligence and emotional intelligence on conflict occurrence and performance in global virtual teams. *Journal of International Management, 28*(4), 1-20. doi:10.1016/j.intman.2022.100969
- De Clercq, D., & Belausteguigoitia, I. (2017). Overcoming the dark side of task conflict: Buffering roles of transformational leadership, tenacity, and passion for work. *European Management Journal, 35*(1), 78-90. doi:10.1016/j.emj.2016.06.008
- Downes, P., Gonzalez-Mulé, E., & Seong, J. (2021). To collaborate or not? The moderating effects of team conflict on performance-prove goal orientation, collaboration, and team performance. *Journal of Occupational and Organizational Psychology, 94*, 568-590. doi:10.1111/joop.12360

- Foncubierta-Rodríguez, M., Martín-Alcázar, F., & Perea-Vicente, J. (2021). Conflict and performance in research teams: how principal investigator can influence this relationship. *R&D Management , 52*(4), 755-767. doi:10.1111/radm.12519
- Gonçalves, G., Reis, M., Sousa, C., Santos, J., Orgambídez, A., & Scott, P. (2016). Cultural intelligence and conflict management styles. *International Journal of Organizational Analysis, 24*(4), 725-742. doi:10.1108/IJOA-10-2015-0923
- Greenwood, G., & Haar, J. (2017). Understanding the effects of Intra-Group Conflict: A Test of Moderation and Mediation. *New Zealand Journal of Employment Relations, 43*(1), 14-35. Retrieved from https://search.informit.org/doi/abs/10.3316/informit.3 10529857024624
- Greer, L., & Dannals, J. (2017). Conflict in Teams. In L. Greer, & J. Dannals, *A state-of-the-art psychological perspective on team working and collaborative organizational processes* (pp. 317-343). Hoboken, New Jersey: The Wiley Blackwell Handbook of the Psychology of Team Working and Collaborative Processes. doi:10.1002/9781118909997.ch14
- Jehn, K. (1997). A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. *Adminstrative Science Quarterly, 42*(3), 530-557. doi:10.2307/2393737
- Kayani, M. (2021). Unlocking Temporal Leadership to Handle Project Team Performance under Team Conflict. *International Journal of Applied Research in Management and Economics, 4*(2), 46-66. doi:10.33422/ijarme.v4i2.632
- Khosravi, P., Rezvani, A., & Ashkanasy, N. (2020). Emotional intelligence: A preventive strategy to manage destructive influence of conflict in large scale projects. *International Journal of Project Management, 38*, 36-46. doi:10.1016/j.ijproman.2019.11.001
- Kwofie, T., Ellis, F., Addy, M., Amos-Abanyie, S., Aigbavboa, C., & Afram, S. (2023). Relationship clusters and performance of conflict management strategies in cross-organisational projects teams. *n International Journal of Productivity and Performance Management*, 1-25. doi:10.1108/IJPPM-09-2021-0504
- L. Greer, L., & Dannals, J. (2017). Conflict in Teams. *The Wiley Blackwell Handbook of the psychology of team working and collaborative processes*, 317-343. Retrieved from https://onlinelibrary.wiley.com/doi/abs/10.1002/9781 118909997.ch14
- Lee, S., Kwon, S., Shin, S. J., Kim, M., & Park, I.-J. (2018). How Team-Level and Individual-Level Conflict Influences Team Commitment: A Multilevel Investigation. *Frontiers in Psychology, 8*, 1-13. doi:10.3389/fpsyg.2017.02365
- Liu, S., Xiao, Y., & Wang, X. (2022). How Does Feedback Valence Improve Team Creativity by Influencing Team Relationship Conflict? *Psychology Research and Behavior Management , 15*, 2391-2407. doi:10.2147/PRBM.S373350
- McKibben, L. (2017). Conflict management: Importance and implications. *British Journal of Nursing, 26*(2), 1-5. doi:10.12968/bjon.2017.26.2.100
- Oghenechuko, O., & Godbless, E. (2018). Interest-Based Conflict Management Systems: Beyond Traditional and ADR Systems of Conflict Resolution. *European Journal of Business and Management, 10*(17), 80-91. Retrieved from https://www.iiste.org/Journals/index.php/EJBM/articl e/view/42780
- Ratasuk, A., & Charoensukmongkol, P. (2019). The Role of Team Trust and Team Conflict on Innovative Performance of Multicultural Teams in the Restaurant Business. *Thammasat Review, 22*(2), 1-18. doi:10.14456/tureview.2019.9
- Razi, P., Ali, M. I., & Rami, N. I. (2019). Overview of Analytical Hierarchy Progress Decision Making in Construction Risk Management. *OP Conference Series: Earth and Environmental Science. 244*, pp. 1-10. IOP Publishing. doi:10.1088/17551315/244/1/012034
- Rezvani, A., Barrett, R., & Khosravi, P. (2019). Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management: An International Journal, 25*(1/2), 120=137. doi:10.1108/TPM-03-2018-0019
- Sample, J. (2008). *Thomas-Kilmann Conflict Mode Instrumen Profile and Interpretive Report.* Cleveland: CPP, Inc. |. doi:10.1037/t02326-000
- Suifan, T., Alhyari, S., & Sweis, R. J. (2020). A Moderated Mediation Model of Intragroup Conflict. *International Journal of Conflict Management, 31*(1), 91-114. doi:10.1108/IJCMA-05-2019-0084
- Wu, G. W., Zhao, X., & Zuo, J. (2017). Relationship between Project's Added Value and the Trust–Conflict Interaction among Project Teams. *Journal of Management in Engineering, 33*(4), 1-13. doi:10.1061/(ASCE)ME.1943-5479.0000525
- Wu, G., Liu, C., Zhao, X., & Zuo, J. (2017). Investigating the Relationship Between Communication-Conflict Interaction and Project Success Among Construction Project Teams. *International Journal of Project Management, 35*, 1466-1482. doi:10.1016/j.ijproman.2017.08.006
- Wu, G., Zhao, X., & Zuo, J. (2017). Effects of Inter-organizational Conflicts on Construction Project Added Value in China. *International Journal of Conflict Management, 28*(5), 695-723. doi:10.1108/IJCMA-03-2017-0025
- Yap, J., Goay, P., Woon, Y., & Skitmore, M. (2021). Revisiting critical delay factors for construction: Analysing projects in Malaysia. *Alexandria Engineering Journal, 60*, 1717-1729. doi:10.1016/j.aej.2020.11.021
- Yin, J., Qu, M., Li, M., & Liao, G. (2022). Team Leader's Conflict Management Style and Team Innovation Performance in Remote R&D Teams—With Team Climate Perspective. *sustainability, 14*(17), 1-14. doi:10.3390/su141710949
- Yin, J., Qu, M., Liao, G., Jia, M., & Li, M. (2022). Exploring the relationships between team leader's conflict management styles and team passion: From

the emotional perspective. *Frontiers in Psychology, 13*, 1-13. doi:10.3389/fpsyg.2022.921300

- Yuni, Y., Tham, J., & Azam, S. (2020). Impact of Conflict on Team Trust and Team Performance: An Empirical Study on University Scientific Research Teams in Jiangsu Province, China. *European Journal of Human Resource Management Studies, 4*(4), 50-62. doi:10.46827/ejhrms.v4i4.945

Acronym List

CQ	Cultural Intelligence
DCM	Dual Concern Model
EQ	Emotional Intelligence
GS	Google Scholar
IMCR	Integrative Model of Conflict Resolution
PPG	Performance-Prove Goal Orientation
RG	Research Gate
TKI	Thomas-Kilmann Instrument

Appendix 1

Summary of Conflict Resolution Skill

S No	Author	Conflict Resolution Skills
1	(Aghaei, Haghani, & Limunga, 2022)	1- Creating a welcoming atmosphere for brainstorming, sharing ideas, team-working environments, and being open to constructive criticism from peers, and subordinates. 2- Establish the culture of the company upon the pillars of tolerance towards different opinions, values, and cultural diversity. 3- Adequate support from leaders of companies for effective communication and information processing. 4- Set challenging tasks to focus employees' minds and energy on task completion rather than interpersonal differences.
2	(Davaei, Gunkel, Veglio, & Taras, 2022)	1- Increases the level of cultural intelligence (CQ) and emotional intelligence (EQ) among the team member. The results show that the (CQ) and (EQ) of the team members reduce the occurrence of the three different intragroup conflicts, that as the level of Emotional Intelligence EQ decreases within the team, the risk of process and task conflict within the team increases and the lower the level of EQ and CQ of each team member, the higher the level of team interpersonal, process and task conflicts.
3	(Kayani, 2021)	1- Organize, coordinate and distribute the task among members of the team and motivate them to give desired output results in a proper required manner. 2- Increase the performance of the team to adopt temporal leadership and utilize its managerial resources.
4	(Liu, Xiao, & Wang, 2022)	1- Provide Positive feedback that helps to reduce team relationship conflict and avoid negative feedback. 2- Initiate appropriate feedback valence interventions that establish a feedback intervention mechanism which reduces team relationship conflict and enhances team creativity.
5	(Yin, Qu, Liao, Jia, & Li, 2022)	1- leader's cooperative conflict management style has a significant positive effect on both positive team emotional climate and team passion.
6	(Cavaletti, Santino, Penha, da Silva, & Bizarrias, 2021)	1- The greater the emotional intelligence in individuals, the better their conflict management skills, relationships, trust skills, and perception of project success. 2-Formal and effective communication reduces conflict between tasks and processes. Therefore, a high frequency of formal communication is positively associated with relationship conflict. Informal communications positively influence the process and task conflict and negatively influence relationship conflict.
7	(Downes, Gonzalez-Mulé, & Seong, 2021)	1-Managers need to attend to contingent factors like team trust and communication to reap the benefits of task conflict and lessen the deleterious effects of relationship conflict.
8	(Foncubierta-Rodríguez, Martín-Alcázar, & Perea-Vicente, 2021)	1- Encouraging the discussion of ideas and the exchange of points of view. 2- The results show that the application of Transformation Leadership Style expanding the positive area of conflict. The authors came to this conclusion because the transformational leader enhances team cooperation and team interaction
9	(Khosravi, Rezvani, & Ashkanasy, 2020)	1- Emotion Intelligence EI (ability to understand and to manage emotions) can induce project team members to control and understand their own emotions and those of other team members in response to conflict events. 2- Promoting the development of trust where trust acts as a boundary condition between conflict and performance 3- Facilitating effective communication and the development of useful horizontal working relationships 4- Foster long-term cooperative relationships 5- Creates an emotional attachment and a safe environment that initiates open discussion, problem-solving, and the facilitation of creative ideas in moments of crisis.
10	(Amila, 2022)	1- Poor communication between the teams is one of the causes of disputes, thefore, establish effective communication to minimize disputes
11	(Ratasuk & Charoensukmongkol, 2019)	1- The higher level of trust within a team makes members more open to other members, thereby lowering interpersonal conflict in the teams. As a result, team members are willing to dedicate and share more resources which are required for developing new ideas and innovation.
12	conflicts (Rezvani, Barrett, & Khosravi, 2019)	1- Emotional intelligence enables project teams to manage and understand their own and the emotions of other team members that arise from conflict events. Therfore, the negative influence of relationship conflicts can be diminished by improving emotional intelligence. 2- facilitates effective communication, creativity towards solving complex challenges and the exchange of knowledge and information among project teams.
13	(Greer & Dannals, 2017)	1- Team atmosphere, which encourage the expression of open, cooperative, non-emtional task debates
14	(McKibben, 2017)	1- Nurturing positive team dynamics and communication 2- Encourages shared problem solving and acceptance of change 3- Encourage mutual respect that fosters a more positive working environment 4- Seek to solve a problem, not the person, therefore condemning individuals is not the solution 5- Avoid contradictory or confusing actions that may lead to uncertainty and frustration, 6- Understand the person, or people at the centre of conflict 7- The source must first be identified, including the type of conflict, and how and why it has arisen 8- Effective leadership will help prevent or resolve conflict positively, through harmonious team function and raised morale
15	(Wu, Liu, Zhao, & Zuo, 2017)	1- Establish formal communication mechanism to take advantage of the positive effect of task conflict whereas mitigating the negative effect of process and relationship conflict.Therefore, effective formal communication reduces both task and process conflict.
16	(Wu, Zhao, & Zuo, 2017)	1- Nurturing trust among project teams, particularly on developing calculative trust. 2- Trust mechanisms should be established among project teams based on equal cooperation to take advantage of the positive effects of task conflict and to avoid the negative effects of process conflict and relationship conflict. 3- Project teams should enhance their core capabilities and develop high level trust with partners
17	(Greenwood & Haar, 2017)	1- High supervisor support buffers the influence of intra-group conflict on negative affect. Therefore, when being supportive – in the way that teams work and maintain stability (and create less conflict) within themselves. 2- listening to problems and demonstrating care about well-being. 3- showing interest in difficulties. 4- interpersonal communication skills such as attentive listening are important attributes for manager. 5- Immediately controls the misunderstanding occurred within a project team.
18	(Gonçalves, et al., 2016)	1- Awareness of the cultural background of each other during social interactions and behave to emphasize on their connection with others, then, in a conflic 2- Empathy