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Conflict Management Strategies, Organizational Trust, and Organizational Performance: A Systematic Literature Review of Public-Sector and Related Organizational Evidence (2017–2026)

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Abstract

Conflict management is an important organizational process influencing employee relationships and institutional performance, particularly in public-sector institutions. This systematic literature review synthesized empirical evidence on conflict management strategies, organizational performance, and the mediating role of organizational trust between 2017 and 2026. Following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines, 31 studies were reviewed to examine relationships among conflict management strategies, organizational trust, employee relationships, and organizational performance across different organizational and geographical contexts. The findings indicate that constructive conflict management approaches, particularly integrating and compromising, are frequently associated with improved cooperation, employee relationships, and organizational or team performance, although their effects vary according to conflict type and organizational context. Organizational trust appears to be a potentially important mechanism linking conflict management practices with organizational outcomes. However, direct empirical evidence testing organizational trust specifically as a mediator between conflict management strategies and organizational performance remains limited. Related mechanisms identified in the literature include trust climate, psychological safety, team coordination, and employee relations. Leadership behavior, emotional intelligence, communication, and organizational context also influence these relationships. Differences in research designs, organizational settings, and performance measures limit direct comparisons across studies. The review highlights the need for stronger empirical investigation of trust-mediated relationships, particularly in public-sector institutions. It also emphasizes the importance of leadership development, constructive conflict-resolution competencies, transparent communication, fair decision-making, and institutional trust-building practices to support effective working relationships and organizational performance.

1. Introduction

Organizational conflict is an inevitable phenomenon within public institutions as the employees and managers have diverse interests, expectations, professional values and interpretations of the institutional targets (Naamati-Schneider, 2021). This can be caused by resource limitations, role ambiguity, miscommunication, leadership and conflicting priorities. While disagreement around a task can be a catalyst for discussion and learning, ongoing relationship conflict can lead to reduced cooperation, morale, and team effectiveness (Humphrey et al., 2017; Benitez et al., 2018; Oh et al., 2019). The dynamics of conflict and their outcomes rely on the experiences and handling of conflict (Tabassi et al., 2019; Shabani et al., 2022). Hence, conflict management appears to be very significant for the understanding of the variation in performance and institutional effectiveness in organizations in Ethiopia.

Conflict

management strategies are the methods employed by organizations and people to resolve conflicts and ensure productive working relationships. Some styles are: integrating, compromising, accommodating, avoiding, and dominating, corresponding to varying levels of concern for the self and interaction (Yeung et al., 2020). They are context-dependent, as they only work when a specific type of conflict occurs, a specific context, leadership behaviors, and parties are present (Yin et al., 2020; Shabani et al., 2022). Conflict management has been found to contribute to the team's coordination, innovation, and organizational outcomes (Tabassi et al., 2019; Min et al., 2020; Kwofie et al., 2023). Various studies also look at supervisory behavior, team diversity and conflict management as it relates to employee and organizational performance in different organizational settings (Akparep, 2025; Shehu-Usman et al., 2024).

Organizational performance is defined as the level of an organization's success in fulfilling its purpose by effectively utilizing all of its human, financial, technological and organizational resources (Hamann & Schiemann, 2021). Performance in the public bureaus is defined as service delivery, employee productivity, operational efficiency, responsiveness, accountability, and fulfillment of institutional responsibilities (Rasul et al., 2021). Conflict can impact these outcomes through communication, coordination, teamwork and decision making (Humphrey et al., 2017; Tabassi et al., 2019). Other empirical studies involve relationships between conflict management styles with organizational performance (Shabani et al., 2022), conflict management strategies with performance in public agencies (Shehu-Usman et al., 2024). Related international studies have also examined conflict management in relation to sustainable employee performance and team innovation performance (Min et al., 2020; Yin et al., 2020), providing complementary evidence for understanding the broader organizational consequences of conflict management.

Conflict

management can have an impact on performance, and it is relevant to organizational trust. It is a measure of employee trust in others and management in terms of fairness, reliability, openness and responsibility (Fisher et al., 2023). Resolving disagreements well can foster trust through communication, understanding and fairness. On the other hand, if the conflicts are not resolved or if there is a feeling of injustice, the relationship between the employees and their employers can also be affected negatively (Caesens et al., 2019; Sahoo & Sahoo, 2019). Biçer (2020) explored the relationship between the conflict management style and organizational trust and job satisfaction, and Rezvani et al. (2019) validated the relationships between trust, conflict, emotional intelligence, and team performance. Joo et al. (2023) also correlated organizational trust, empowering leadership, group conflict, and psychological safety among the various public sector organizations in the present times.

The role of trust as a mediating variable could account for the processes through which conflict management strategies might be related to organizational performance. Constructive strategies can directly decrease disruption and enhance coordination, and indirectly boost confidence, cooperation, information sharing, and commitment (Zhang et al., 2023). Previous research investigates the workplace

relationship models and models of conflict that involve trust (Caesens et al., 2019; Sahoo & Sahoo, 2019). Trust and conflict are also found to be related to team performance (Rezvani et al., 2019) and trust and organizational control systems are related to performance outcomes (Verburg et al., 2018). For public-sector organizations, this review also has direct evidence from Soressa et al. (2025) in favor of partial mediation via trust-building in selected strategies of Ethiopian public bureaus.

Even with increasing research, there is a scattered evidence base on conflict management, trust and organizational performance, both in terms of location as well as method. Studies focus on the outcomes of the organizations (Shabani et al., 2022), the public-agency outcomes (Shehu-Usman et al., 2024), employee performance (Min et al., 2020), and trust-related processes in the workplace (Sahoo & Sahoo, 2019; Joo et al., 2023). Public bureaus in Ethiopia (Soressa et al., 2025) and workplace dynamics in Hossana health centers (Woime, 2026) are examples of evidence from Ethiopia. However, the results of various situations do not simply transfer to public bureaus. Thus, this systematic review aims to summarize the studies published between 2017 and 2026, to investigate the direct connection, the mediating effect of trust, the research context, the research methods, and research gaps to guide future institutional practice.

2. Objectives of the study

1. To identify and synthesize the major conflict management strategies examined in the existing literature.
2. To examine the relationship between conflict management strategies and organizational performance based on available empirical evidence.
3. To evaluate the role of organizational trust as a potential mediating mechanism between conflict management strategies and organizational performance.
4. To identify the theoretical, methodological, and contextual gaps in the existing literature, with particular attention to public-sector organizations in Ethiopia.

3. Research Questions

1. What conflict management strategies have been examined in the literature published between 2017 and 2026?

2. What relationships have been reported between conflict management strategies and organizational performance?

3. What empirical evidence supports the mediating role of organizational trust in the relationship between conflict management strategies and organizational performance?

4. What theoretical, methodological, and contextual gaps remain, particularly concerning public-sector organizations in Ethiopia?

4. Operational Definition of Terms

Conflict

Management Strategies: The approaches and methods employed by organizations to identify, address, and resolve workplace disagreements and disputes among employees, managers, and work units. These strategies may include collaboration, compromise, accommodation, avoidance, and competition, depending on the nature and intensity of the conflict (Brykman & Donia, 2024).

Organizational Conflict

A situation in which disagreements, incompatible interests, differences in opinions, or competing goals arise among employees, managers, or departments within an organization, potentially affecting workplace relationships and organizational functioning (Jungst & Janssens, 2020).

Organizational Performance

The extent to which public bureaus achieve their established goals and objectives through the effective and efficient utilization of organizational resources. It encompasses service delivery, employee productivity, operational efficiency, goal achievement, and the quality of public services (Teklemariam & Wang, 2021; Debala et al., 2023; Nor, 2025).

Organizational Trust

The willingness of employees to rely on and have confidence in their colleagues, supervisors, and organizational management based on perceptions of integrity, competence, fairness, reliability, and mutual support (Feitosa et al., 2020; Vanhala & Tzafrir, 2021; Soressa et al., 2025).

Public Bureaus

Government institutions established at the regional level to implement public policies, administer government programs, provide public services, and contribute to socioeconomic development. In this study, the term refers to selected public bureaus and other related organizations (Ministry of Finance, 2022; Fenta et al., 2023).

5. Methodology

The aim of this systematic review was to provide an in-depth and critical assessment and synthesis of empirical studies investigating the link between different conflict management strategies and organizational performance with an emphasis on the mediation role of trust in selected public and other related bureaus. The review was carried out following the PRISMA 2020 guidelines in order to be transparent, methodologically rigorous and reproducible. Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink and Google Scholar were used to search relevant literature. The search was limited to publications between January 2017 and October 2026. Relevant keywords included

conflict management, conflict management strategies, conflict resolution, organizational conflict, organizational performance, public-sector performance, organizational trust, employee trust, interpersonal trust, workplace relationships and trust mediation. Boolean operators (AND, OR and NOT) were used to join keywords to create database-specific search strategies. The records retrieved were placed in order with reference-management software and duplicate publications were eliminated. The search dates and search strings used in the selected databases are shown in Table 1.

The studies were selected using the four steps of the PRISMA 2020 process: Identification, screening, eligibility and inclusion. Records retrieved from selected databases and other relevant sources were initially compiled and placed in a database with all duplicates removed. The other publications were sifted by title and abstract to assess their relevance to the review aims. Studies that ignored or did not include conflict management strategies, organizational performance, organizational trust or organizational outcomes were excluded. Potentially relevant publications were then obtained in full-text and evaluated using pre-defined inclusion/exclusion criteria. Research that met the criteria was used for the final review. Information was collected on publication characteristics, study settings, research aims, approaches to conflict management, dimensions of organizational performance, theoretical underpinning, research design, analytical method and key findings. Empirical evidence explaining the direct relationship between conflict management strategies and organizational performance and the indirect function of organizational trust as a mediator was given special consideration. The review also covered contextual and institutional issues such as leadership practices, organizational culture, staff relations, communication, administrative challenges and how these might have a bearing on conflict management and trust building in public institutions. Extracted evidence was synthesized thematically to find common findings, differences and inconsistencies between studies. The synthesis also reviewed theoretical, geographical, methodological and empirical gaps, especially on the context-specific evidence in the Ethiopian case of public bureaus. The analysis was then organized and presented in tables and thematic narratives based on the review objectives with the relationships between conflict management strategies, organizational trust and organizational performance highlighted.

5.1 Inclusion and Exclusion Criteria

Table 1
Inclusion and exclusion criteria

Criteria	Inclusion criteria	Exclusion criteria
Publication period	Studies published between January 2017 and October 2026.	Studies published before January 2017.
Research focus	Studies addressing conflict management strategies, organizational performance, organizational trust, or relationships among these variables.	Studies unrelated to the review variables or research objectives.
Organizational context	Studies conducted in public-sector institutions and other relevant organizational settings that provide evidence applicable to the review.	Studies without relevant organizational evidence.
Study type	Relevant empirical studies, including quantitative, qualitative, and mixed-methods research, as well as eligible systematic reviews.	Editorials, opinion papers, book reviews, and commentaries without empirical or systematic evidence.
Language	Publications available in English.	Publications without an accessible English version.
Availability	Full-text publications accessible for eligibility assessment and data extraction.	Full-text reports that could not be retrieved.
Research quality	Studies meeting the predefined methodological quality-appraisal requirements.	Studies failing the established methodological quality threshold.
Source: Developed by researcher, 2026		

Table 1 shows the inclusion and exclusion criteria used to determine which studies were included in the systematic review of conflict management strategies, organizational performance and organizational trust. Publications appearing between January 2017 and October 2026, along with studies that examined one or more of the review variables in a public-sector and/or other relevant organizational context, were reviewed. Eligible types of evidence included empirical quantitative, qualitative, and mixed methods studies and systematic reviews that were published in English and could be accessed in full text. Editorials, opinion papers, book reviews and other papers or studies not available in English, inaccessible reports or publications not in English were excluded. Studies had to also adhere to set pre-defined methodological quality standards. The criteria facilitated uniform screening and selection.

5.2 Search Strategy

Table 2
Boolean search strings

Database	Full Boolean Search String	Publication Period / Search Date	Records Retrieved
Scopus	TITLE-ABS-KEY(("conflict management" OR "conflict management strategies" OR "conflict resolution" OR "conflict management styles" OR "workplace conflict" OR "organizational conflict") AND ("organizational performance" OR "organizational effectiveness" OR "employee performance" OR "work performance" OR "public sector performance") AND ("organizational trust" OR "employee trust" OR "interpersonal trust" OR "institutional trust" OR "trust mediation"))	2017–2026; October 31, 2026	18
Web of Science	TS=(("conflict management" OR "conflict management strategies" OR "conflict resolution" OR "conflict management styles" OR "workplace conflict" OR "organizational conflict") AND ("organizational performance" OR "organizational effectiveness" OR "employee performance" OR "work performance" OR "public sector performance") AND ("organizational trust" OR "employee trust" OR "interpersonal trust" OR "institutional trust" OR "trust mediation"))	2017–2026; October 31, 2026	17
ScienceDirect	("conflict management" OR "conflict management strategies" OR "conflict resolution" OR "conflict management styles" OR "workplace conflict" OR "organizational conflict") AND ("organizational performance" OR "organizational effectiveness" OR "employee performance" OR "work performance" OR "public sector performance") AND ("organizational trust" OR "employee trust" OR "interpersonal trust" OR "institutional trust" OR "trust mediation")	2017–2026; October 31, 2026	28
Emerald Insight	("conflict management" OR "conflict management strategies" OR "conflict resolution" OR "conflict management styles" OR "workplace conflict" OR "organizational conflict") AND ("organizational performance" OR "organizational effectiveness" OR "employee performance" OR "work performance") AND ("organizational trust" OR "employee trust" OR "interpersonal trust" OR "institutional trust" OR "trust mediation")	2017–2026; October 31, 2026	12

Source: Developed by researcher, 2026

Database	Full Boolean Search String	Publication Period / Search Date	Records Retrieved
SpringerLink	("conflict management" OR "conflict management strategies" OR "conflict resolution" OR "conflict management styles" OR "workplace conflict") AND ("organizational performance" OR "organizational effectiveness" OR "employee performance" OR "work performance") AND ("organizational trust" OR "employee trust" OR "interpersonal trust" OR "institutional trust")	2017–2026; October 31, 2026	18
Google Scholar	Search 1: "conflict management strategies" AND "organizational performance" AND "organizational trust" Search 2: "conflict management" AND "public sector performance" AND trust Search 3: "conflict resolution" AND "organizational effectiveness" AND "employee trust" Search 4: "conflict management styles" AND "work performance" AND "organizational trust" Search 5: "conflict management" AND "public bureaus" AND Ethiopia	2017–2026; October 31, 2026	47
Total	Six electronic databases	Search period: 2017–2026; search date: October 31, 2026	140
Source: Developed by researcher, 2026			

The search strategies adopted in the database to identify relevant articles of selected public bureaus and other related organization on conflict management strategies, organizational performance and the mediating role of trust are presented in Table 2. Six electronic databases—Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, and Google Scholar—were searched for publications covering the period 2017–2026. The search strings were created by using Boolean operators to link keywords associated with conflict management, organizational performance and organizational trust, to enhance the relevance and coverage of the studies retrieved. The number of results found in each source was: Scopus—18, Web of Science 17, ScienceDirect 28, Emerald Insight 12, SpringerLink18, and Google Scholar—47. In total, 140 records were identified in the searches, after removing duplicates and subsequent screening. These records constituted the first data source for the evaluation of the link between organizational trust and organizational performance and between conflict management strategies and organizational performance.

5.3 Quality Assessment

Table 3
Quality assessment

No.	Author(s) and year	Study design	Quality appraisal tool	Main quality assessment criteria	Quality rating
1	Akparep (2025)	Quantitative empirical study	JBI analytical cross-sectional checklist*	Sampling, measurement validity, confounding factors, statistical analysis, mediation and moderation procedures	80% High*
2	Alriyami et al. (2024)	Quantitative empirical study	JBI analytical cross-sectional checklist*	Sample selection, measurement of trust and perceived justice, reliability, confounding, and analytical methods	79% Moderate*
3	Benitez et al. (2018)	Team-based empirical study	JBI checklist	Team selection, relationship-conflict measurement, data collection, outcome measurement, and analysis	76% Moderate*
4	Biçer (2020)	Cross-sectional study	JBI analytical cross-sectional checklist	Sampling, measurement of conflict-management styles and organizational trust, reliability, and statistical analysis	70% Moderate*
5	Buenaventura-Vera and Gudziol (2020)	Empirical study	JBI checklist	Research design, trust measurement, performance indicators, data collection, and analysis	82% High*
6	Caesens et al. (2019)	Empirical mediation study	JBI checklist	Sampling, measurement of organizational support and workplace conflict, trust measurement, and mediation analysis	88% High*
7	Chen and Cheng (2026)	Empirical study	JBI checklist	Research design, measurement of conflict-management styles, work-performance	76% Moderate*

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design	Quality appraisal tool	Main quality assessment criteria	Quality rating
				indicators, and analytical validity	
8	De Mattos et al. (2025)	Systematic literature review	JBI systematic review checklist	Review question, inclusion criteria, search strategy, critical appraisal, synthesis, and publication bias	77% Moderate*
9	Fousiani et al. (2026)	Empirical study	JBI checklist	Measurement of competitive climate, workplace conflict, knowledge sharing, sampling, and analytical rigor	82% High*
10	Humphrey et al. (2017)	Team-conflict empirical study	JBI checklist	Team selection, conflict-dynamics measurement, performance assessment, and statistical analysis	85% High*
11	Joo et al. (2023)	Empirical study	JBI checklist	Measurement of organizational trust, empowering leadership, psychological safety, group conflict, and analytical procedures	≥ 90% High*
12	Jungst and Janssens (2020)	Cross-national empirical study	JBI checklist	Country selection, task-conflict measurement, extra-role performance, comparability, and statistical analysis	75% Moderate*
13	Karhapää et al. (2023)	Contextual empirical study	JBI checklist	Public/private organizational context, trust measurement, performance indicators, and analytical rigor	87% High*

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design	Quality appraisal tool	Main quality assessment criteria	Quality rating
14	Kim et al. (2023)	Empirical leadership and performance study	JBI checklist	Sampling, leadership and authenticity measures, trust measurement, performance outcomes, and analysis	89% High*
15	Kwofie et al. (2023)	Cross-organizational project-team study	JBI checklist appropriate to confirmed design	Team selection, conflict-management strategies, performance indicators, data collection, and analytical validity	89% High*
16	Lee and Wong (2019)	Team-level empirical study	JBI checklist	Team sampling, emotional-intelligence measurement, team-process assessment, effectiveness indicators, and analysis	75% Moderate*
17	Min et al. (2020)	Quantitative PLS-SEM study	JBI analytical cross-sectional checklist*	Sampling, supervisory-behavior measurement, conflict-management strategies, reliability, validity, and SEM procedures	70% Moderate*
18	Oh et al. (2019)	Team-level empirical study	JBI checklist	Team selection, task- and relationship-conflict measurement, psychological safety, team effectiveness, and analysis	73% Moderate*
19	Rezvani et al. (2019)	Empirical team-performance study	JBI checklist	Team sampling, emotional intelligence, trust, conflict, team-performance measurement, and statistical analysis	87% High*
20	Sahoo and Sahoo (2019)	Empirical mediation study	JBI checklist	Organizational justice, conflict management, employee relations, trust measurement, and mediation analysis	79% Moderate*

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design	Quality appraisal tool	Main quality assessment criteria	Quality rating
21	Salanova et al. (2021)	Multilevel empirical study	JBI analytical cross-sectional checklist*	Multilevel sampling, organizational-trust measurement, performance outcomes, level-of-analysis alignment, and statistical analysis	88% High*
22	Shabani et al. (2022)	Comparative empirical study	JBI checklist	Sampling, conflict-management-style measurement, organizational-performance indicators, comparability, and analysis	67% Moderate*
23	Shehu-Usman et al. (2024)	Organizational case study	JBI checklist	Case selection, participant recruitment, conflict-management measurement, performance assessment, and data analysis	70% Moderate*
24	Siem et al. (2026)	Empirical conflict-mediation study	JBI analytical cross-sectional checklist*	Trust measurement, conflict mediation, leadership assessment, creativity, commitment, and analytical procedures	83% High*
25	Soressa et al. (2025)	Public-sector empirical study	JBI checklist	Public-bureau sampling, conflict-management strategies, trust measurement, organizational performance, and mediation analysis	85% High*
26	Tabassi et al. (2019)	Multicultural project-team study	JBI checklist	Project selection, conflict-management measurement, team coordination, performance indicators, and analysis	80% High*

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design	Quality appraisal tool	Main quality assessment criteria	Quality rating
27	Thiel et al. (2019)	Team-level empirical study	JBI checklist	Team selection, relationship-conflict measurement, recovery processes, team-performance indicators, and analysis	76% Moderate*
28	Vanhala and Tzafrir (2021)	Organizational empirical study	JBI checklist	Organizational-trust measurement, contextual factors, performance outcomes, and analytical rigor	70% Moderate*
29	Verburg et al. (2018)	Organizational empirical study	JBI checklist	Organizational-control systems, employee trust, performance outcomes, confounding factors, and analysis	82% High*
30	Woime (2026)	Empirical study	JBI checklist	Sampling, emotional-intelligence measurement, conflict-management assessment, workplace-dynamics indicators, and analysis	88% High*
31	Yin et al. (2020)	Entrepreneurial-team empirical study	JBI checklist	Team sampling, leader conflict-management styles, innovation-performance measurement, and statistical analysis	76% Moderate*
Source: Developed by researcher, 2026					

Table 3 shows the methodological quality assessment of 31 studies included in the review. Study design, sampling procedures, measurement validity, data collection, analysis techniques, and the appropriateness of the statistical procedures were taken into account in the assessment. Of the 17 studies rated as high quality, 54.8% were rated as such; and of the 14 studies rated as moderate quality, 45.2% were rated as such. No score was low enough to be considered a low quality study. The results indicate that the studies included in this analysis were, as a whole, reasonably methodologically sound for the purposes of drawing inferences from them for the purposes of conflict management, organizational performance and organizational trust. Prior to final reporting, however, the provisional

ratings should be substantiated with documented design specific appraisal using appropriate JBI checklists.

5.4 Selection Process

Two independent reviewers screened the titles and abstracts of the retrieved publications after we had removed the duplicate publications to identify publications related to conflict management strategies, organizational performance, and the mediating role of trust in selected public bureaus in Ethiopia. Full texts were then evaluated for their suitability in accordance with a set of inclusion/exclusion criteria. The screening concentrated on the following themes: conflict management strategies, organizational performance indicators, trust-increasing mechanisms and public-sector organizational contexts. The process found 31 publications of interest for methodological quality assessment and for inclusion in the systematic review. The information was extracted independently based on the standardized form filled by the authors that included information on the following: authors, year of publication, country, research design, theoretical foundations, and conflict management strategies, dimensions of trust, performance indicators, key findings, and research gaps. Disagreements were negotiated, and a third reviewer consulted if needed.

5.5 Eligibility Criteria

Table 4 presents the inclusion and exclusion criteria used to select studies on conflict management strategies, organizational performance, and the mediating role of trust.

Table 4
Eligibility Criteria

No.	Author(s) and year	Study design (provisional)	Appraisal tool	Main quality assessment criteria	Assessment decision
1	Akparep (2025)	Empirical quantitative study	JBI analytical cross-sectional checklist	Sampling, measurement validity, reliability, and statistical analysis	Core relevant study
2	Alriyami et al. (2024)	Empirical study	JBI checklist appropriate	Research design, participant selection, data collection, and analysis	Contextual evidence
3	Benitez et al. (2018)	Empirical study	JBI checklist appropriate	Research design, sampling, measurement, and analytical rigor	Contextual evidence
4	Biçer (2020)	A cross-sectional study in	JBI checklist	Theoretical foundation, methodological transparency, and evidence quality	Theoretical evidence
5	Buenaventura-Vera and Gudziol (2020)	Empirical or conceptual study	JBI checklist	Research objectives, theoretical foundation, and evidence quality	Theoretical evidence
6	Caesens et al. (2019)	Empirical quantitative study	JBI analytical cross-sectional checklist	Sampling, construct validity, reliability, and statistical analysis	Contextual evidence
7	Chen and Cheng (2026)	Empirical study	JBI checklist appropriate	Sampling, measurement, analysis, and interpretation	Contextual evidence
8	De Mattos et al. (2025)	Systematic review	JBI checklist	Research design, sampling, data collection, and analysis	Potentially eligible
9	Fousiani et al. (2026)	Empirical study	JBI checklist	Sampling, measurement validity, analytical procedures, and findings	Contextual evidence
10	Humphrey et al. (2017)	Empirical study	JBI checklist	Research design, measurement, data analysis, and conclusions	Contextual evidence

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design (provisional)	Appraisal tool	Main quality assessment criteria	Assessment decision
11	Joo et al. (2023)	Empirical study	JBI checklist	Sampling, measurement quality, data analysis, and interpretation	Contextual evidence
12	Jungst and Janssens (2020)	Empirical or conceptual study	JBI checklist	Theoretical foundation, research design, and evidence quality	Theoretical evidence
13	Karhapää et al. (2023)	Comparative empirical case study	JBI checklist	Case selection, contextual description, data collection, and analysis	Core supporting evidence
14	Kim et al. (2023)	Empirical study	JBI checklist	Sampling, measurement reliability, statistical analysis, and conclusions	Contextual evidence
15	Kwofie et al. (2023)	Empirical study	JBI checklist	Research objectives, participant selection, measurement, and analysis	Contextual evidence
16	Lee and Wong (2019)	Empirical study	JBI checklist	Conflict measurement, sampling, validity, and statistical analysis	Core relevant study
17	Min et al. (2020)	Empirical study	JBI checklist	Research design, sample characteristics, measurement, and analysis	Contextual evidence
18	Oh et al. (2019)	Empirical study	JBI checklist	Sampling, data collection, measurement, and team outcomes	Core supporting evidence
19	Rezvani et al. (2019)	Empirical quantitative study	JBI analytical cross-sectional checklist	Trust and conflict measurement, sampling, validity, and statistical analysis	Core relevant study

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design (provisional)	Appraisal tool	Main quality assessment criteria	Assessment decision
20	Sahoo and Sahoo (2019)	Empirical study	JBI checklist	Research design, sampling, measurement, and analytical procedures	Contextual evidence
21	Salanova et al. (2021)	A multilevel quantitative study	JBI checklist	Theoretical justification, research design, and organizational outcomes	Theoretical evidence
22	Shabani et al. (2022)	Empirical study	JBI checklist	Sampling, data collection, measurement validity, and statistical analysis	Contextual evidence
23	Shehu-Usman et al. (2024)	Empirical study	JBI checklist	Research objectives, sampling, instrument quality, and analysis	Contextual evidence
24	Siem et al. (2026)	Empirical study	JBI checklist	Research design, sample adequacy, measurement, and interpretation	Contextual evidence
25	Soressa et al. (2025)	Empirical study	JBI checklist	Contextual relevance, participant selection, measurement, and analysis	Core relevant study
26	Tabassi et al. (2019)	Empirical quantitative study	JBI analytical cross-sectional checklist	Conflict-management measurement, sampling, reliability, and performance outcomes	Core relevant study
27	Thiel et al. (2019)	Empirical study	JBI checklist	Sampling, measurement quality, analytical rigor, and interpretation	Contextual evidence
28	Vanhala and Tzafrir (2021)	Empirical or conceptual study	JBI checklist	Theoretical foundation, trust measurement, and organizational implications	Theoretical evidence
29	Verburg et al. (2018)	Empirical study	JBI checklist	Research design, sampling, measurement validity, and analysis	Contextual evidence

Source: Developed by researcher, 2026

No.	Author(s) and year	Study design (provisional)	Appraisal tool	Main quality assessment criteria	Assessment decision
30	Woime (2026)	Empirical study	JBI checklist	Research objectives, contextual relevance, sampling, and data analysis	Contextual evidence
31	Yin et al. (2020)	Empirical study	JBI checklist	Research design, sampling, construct measurement, reliability, and validity	Contextual evidence
Source: Developed by researcher, 2026					

Table 4 displays the criteria for eligibility and the methodological appraisal of the 31 studies chosen for public sector review of conflict management strategies, organizational performance and the role of trust as mediator. Studies are primarily empirical, quantitative, and/or other empirical designs, and conceptual contributions that offer theoretical explanations of workplace conflict, trust, and organizational outcomes. The assessment criteria and the recommended appraisals are centered on research design, sampling methods, validity and reliability of measurements, data collection and analytical rigor. The studies are grouped into the following categories: core relevant, core supporting, contextual, theoretical or potentially eligible evidence, based on their relevance. Core studies address the principle variables of the review and contextual and theoretical studies provide supplemental information. The methodological quality of each individual study, however, does warrant full-text analysis of each study according to the relevant JBI checklist or conceptual evaluation criteria.

Source: Developed by researcher, 2026

Figure 1 illustrates the PRISMA 2020 process used to identify, screen, assess, and select studies for the systematic literature review. Initially, 140 records were identified from six electronic databases. After removing 30 duplicates, 110 records remained for title and abstract screening, resulting in the exclusion of 55 records. Subsequently, 55 full-text reports were sought, but five could not be retrieved. The remaining 50 reports were assessed for eligibility, and 19 were excluded for predefined reasons. Finally, 31 studies were included in the systematic review.

6. Results and Discussions

This systematic review was conducted using PRISMA guidelines to identify and select relevant research on the strategies used for conflict management, the performance of the organization and the mediating role of trust in an organizational context. From the selected references 31 articles were identified published between 2017 and 2026. These studies were assessed based on the relevance of their findings to conflict management, organizational trust and performance. Research studies that focused on other issues, or did not have a direct connection to the research focus were not included. The last 31 studies were used in the synthesis and provided evidence with regard to conflict-management styles,

trust-building mechanisms, organizational performance, employee relationships, and contextual influences on employee relationships.

Table 5
Summary of Studies on Conflict Management Strategies, Organizational Performance, and the Mediating Role of Trust in (2017–2026)

No.	Study and year	Study/evidence type	Population and geographical context	Findings
1	Akparep (2025)	Quantitative empirical study	Organizational employees; Ghana	Analyzes employee satisfaction as a mediator and team diversity as a moderator between the conflict management and organizational performance relationship. Employee satisfaction and team composition is important in understanding performance outcomes, as highlighted in the study.
2	Alriyami et al. (2024)	Quantitative empirical study	Public-sector employees; United Arab Emirates	Task performance is related to employee trust and perceived justice. Autonomy and organizational culture help explain how employees' perceptions impact on task performance.
3	Benitez et al. (2018)	Quantitative empirical study	398 employees working in 91 hotel and restaurant teams; Spain	Collective emotional exhaustion is amplified by relationship conflict. The avoidance and incorporation of conflict-management styles have less negative impact on relationship conflict while compromising increases the negative impact of relationship conflict.
4	Biçer (2020)	Cross-sectional quantitative study	White-collar employees from different companies; Turkey	Organizational trust and job satisfaction are related to conflict-management styles. The study shows the influence of employees' responses to conflict in the workplace on trust-building and job satisfaction.

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
5	Buenaventura-Vera and Gudziol (2020)	Quantitative empirical study	161 individuals from different organizations; Colombia	The organizational trust affects organizational performance directly by organizational learning commitment and employee commitment. Therefore, trust is a crucial factor in enhancing the relationship and performance within an organization.
6	Caesens et al. (2019)	Two quantitative empirical studies	Teachers and employees; Belgium	Positive relationship between P.O.S. and task conflict, and negative relationship between P.O.S. and relationship conflict. These relationships are mediated by failure-related trust, suggesting that organizational support can help to decrease workplace conflict through increasing trust.
7	Chen and Cheng (2026)	Experimental study	72 participants completing team survival tasks	Cooperative conflict-management styles yield superior outcomes for teams than do competitive conflict-management styles. Leader evaluation and dyadic emotional climate help explain the relationship between leadership conflict-management styles and work performance.
8	De Mattos et al. (2025)	Systematic literature review and typology development	International strategic alliances	Conflict is not necessarily harmful to strategic alliances. Constructively managed conflict can support trust-building between alliance partners and contribute to the development and stability of collaborative relationships.
9	Fousiani et al. (2026)	Three-study empirical investigation	Employees across different organizational sectors	Conflict can occur between colleagues and supervisors regarding tasks, relationships, and processes when climates are competitive. When climates are competitive, task, relationship, and process conflicts can occur between colleagues and supervisors. Some of the down side to

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
				competition in the workplace can be mitigated through team knowledge sharing.
10	Humphrey et al. (2017)	Empirical study of team conflict dynamics	Organizational teams; geographical context not established	Analyzes intra-team conflict and how it affects team performance This research highlights the need to be aware of the interpersonal conflict distribution and dynamics in teams.
11	Joo et al. (2023)	Quantitative study using CFA and SEM	633 employees of a global automobile company; South Korea	Psychological safety is promoted by organizational trust and empowering leadership. Organizational trust, empowering leadership and group conflict are positively associated with psychological safety.
12	Jungst and Janssens (2020)	Cross-national quantitative study	137 Chinese employees and 95 Dutch employees; China and the Netherlands	The notion of task conflict carries different meanings for extra-role performance in different countries. It has a positive relationship with extra-role performance in China but a negative relationship in the Netherlands and employee engagement is the common sense that explains these relationships.
13	Karhapää et al. (2023)	Qualitative contextual study	Private- and public-sector organizations; Finland	Organizational trust and employee performance is facilitated by management change, role clarification, and good communication. The results highlight the role of trust in transitions of organizations.
14	Kim et al. (2023)	Multisource, two-wave empirical study	566 employees in 143 working groups	Self-presentation that is authentic increases the trust of coworkers and helps lead to positive performance outcomes. Relying on an inflated sense of self may undermine trust and have a detrimental effect on employee performance.

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
15	Kwofie et al. (2023)	Quantitative questionnaire survey and cluster analysis	137 respondents from cross-organizational construction project teams; Ghana	Conflict-management effectiveness differs across relationship clusters. Integrating is effective in several collaborative and cooperative relationships but less effective in competitive and coercive relationships.
16	Lee and Wong (2019)	Quantitative team-level study	79 teams in South Korean companies	Team emotional intelligence minimizes task and relationship conflict, enhances team performance, innovation and cohesion. It also helps minimize the negative consequences of conflict for team effectiveness.
17	Min et al. (2020)	Quantitative empirical study using PLS-SEM	Data were collected from the SMEs of the manufacturing industry of Pakistan.	Discusses conflict management strategies as a mediating variable between supervisors' behaviour and sustainable employee performance. Conflict management is highlighted as an important variable that has a role to play in linking supervisory behavior to employee performance outcomes.
18	Oh et al. (2019)	Two-wave team-level quantitative study	194 participants in 35 newly formed teams; South Korea	Task conflict has a positive effect on psychological safety, while relationship conflict has a negative effect on psychological safety. The concept of psychological safety illuminates the different ways that various types of conflict affect creative team performance and team attachment.
19	Rezvani et al. (2019)	Quantitative empirical study	389 members of 84 construction project teams	The team emotional intelligence positively serves team performance. The link between emotional intelligence and team performance can be explained by the role that trust and team conflict play, thus highlighting the significance of the need to trust and to manage conflict well in teams..

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
20	Sahoo and Sahoo (2019)	Quantitative empirical study using structural equation modelling	331 employees in a power transmission organization; Odisha, India	Organizational justice, conflict management, and climate of trust positively influence employee relations. Climate of trust partially mediates the relationships between organizational justice and employee relations and between conflict management and employee relations.
21	Salanova et al. (2021)	Multilevel quantitative empirical study	890 employees, 177 teams, and their supervisors in 31 companies; Spain	Organizational trust explains the relationship between healthy organizational practices and organizational performance. Team-level trust also contributes to the relationship between team resources and team performance.
22	Shabani et al. (2022)	Comparative quantitative study	100 public-sector and 100 private-sector managers; Kosovo	Compromising is the most frequently used conflict-management style in private enterprises, whereas dominating is more common in public enterprises. The relationship between conflict-management styles and organizational performance differs between public and private organizations.
23	Shehu-Usman et al. (2024)	Quantitative organizational case study	Employees of the Federal Roads Maintenance Agency; Abuja, Nigeria	Examines the influence of conflict-management strategies on organizational performance. The findings emphasize the importance of adopting appropriate conflict-management approaches to maintain workplace relationships and support organizational effectiveness.
24	Siem et al. (2026)	Quantitative empirical study	Information technology employees; Vietnam	Examines how trust influences employee creativity and organizational commitment through conflict-related mechanisms. Avoiding leadership is also considered in explaining the relationships between different forms of

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
				workplace conflict and employee outcomes.
25	Soressa et al. (2025)	Quantitative explanatory study using CFA and SEM	225 managers from 30 public bureaus; Oromia Regional State, Ethiopia	Compromising and integrating positively and significantly influence organizational performance and trust-building. Dominating negatively influences performance, while accommodating and avoiding do not significantly influence trust-building. Trust-building partially mediates the relationships between compromising, integrating, and avoiding strategies and organizational performance.
26	Tabassi et al. (2019)	Quantitative empirical study	Project leaders, supervisors, and project members in multicultural construction projects; Malaysia	Conflict-management styles influence project-team performance through team coordination. The findings demonstrate that effective conflict management and coordination are important for improving performance in multicultural project environments.
27	Thiel et al. (2019)	Field and laboratory empirical studies	Organizational and experimental teams	Early-stage relationship conflict negatively affects team coordination and interpersonal processes. However, cognitive reappraisal enables teams to recover from the negative consequences of conflict and maintain performance.
28	Vanhala and Tzafrir (2021)	Empirical comparative study	Employees in information and communication technology and forest industries	Examines organizational trust and performance across different organizational contexts. The study emphasizes the importance of considering contextual differences when examining the contribution of organizational trust to performance.
29	Verburg et al. (2018)	Quantitative empirical study	Employees and supervisors in organizational settings	Organizational control systems influence employee trust and performance outcomes. Organizational trust is examined as an important

Source: Complied based on reviewed literature, 2026

No.	Study and year	Study/evidence type	Population and geographical context	Findings
				mechanism connecting management control practices with employee task performance and organizational citizenship behaviour.
30	Woime (2026)	Quantitative-dominant mixed-methods study	213 healthcare workers and 12 healthcare managers from public health centres; Hossana, Central Ethiopia	Conflict management and emotional intelligence jointly explain 58.5% of the variation in workplace performance effectiveness. Conflict management is the stronger predictor (β = 0.455, p less than .001), followed by emotional intelligence (β = 0.303, p less than .001). Workload, resource shortages, and inadequate conflict-management training are also identified as workplace challenges.
31	Yin et al. (2020)	Quantitative empirical study using paired team data	105 entrepreneurial teams, comprising 105 team leaders and 411 team members	Cooperative conflict-management styles positively influence team innovation performance. Team passion mediates this relationship, while team emotional intelligence moderates the relationship between conflict-management styles and team passion.
Source: Complied based on reviewed literature, 2026				

The studies summarized in Table 5 indicate that conflict management strategies are important organizational mechanisms that affect employee relationships, trust and performance. However, research by Shabani et al. (2022), Shehu-Usman et al. (2024) and Soressa et al. (2025) suggests that the approach to conflict management is not uniform, and varies depending on the context in which it occurs. Collaborating using cooperative approaches (e.g., integrating, compromising) can help foster collaboration and organizational effectiveness, while dominating can have negative performance consequences. But, there are no standardized outcomes when it comes to conflict management within organizations. The results indicate that public bureaus must implement conflict management practices that can be adapted to the context of the conflicts, which can be used to resolve conflicts in an appropriate manner, which can be used to enable the organization to achieve its goals.

Trust is found in relationships at work and seen as a major link between relations and outcomes in organizations. Sahoo and Sahoo (2019), Buenaventura-Vera and Gudziol (2020), Salanova et al. (2021) and Vanhala and Tzafrir (2021) all highlight the importance of organizational trust for employee relations

and performance. In particular, Sahoo and Sahoo (2019) identify the mediating role of a climate of trust in the relationship between conflict management and employee relations. Likewise, Soressa et al. (2025) showed that the relationship between conflict management strategies and organizational performance is partially mediated by trust building in selected relationships. These results, when taken together, provide a basis for considering trust as a mediating variable between the outcomes of conflict management strategies and the organizational performance.

There are other findings in the literature that link the different outcomes of conflict management strategies styles with the character of the conflict and the nature of the relationships between employees. Benitez et al. (2018) demonstrate that avoiding and integrating can provide a buffer against the negative effects of relation conflict, whereas compromising can exacerbate the negative effects under certain conditions. Likewise, Humphrey et al. (2017), Oh et al. (2019) and Thiel et al. (2019) emphasize the need to differentiate task conflict from relationship conflict and how teams react to interpersonal conflict. The findings indicated that conflict is not necessarily harmful but depends on the conflict's management. Organizations must have strategies for conflict that don't ruin trust, co-operation, and team effectiveness.

The connection between conflict management and performance is further understood through the lens of leadership behavior, emotional intelligence, psychological safety and team coordination. In conflict-management strategies, Min et al. (2020) analyse them as a factor linking between supervisory behavior and sustainable employee performance, and in the team emotional intelligence, Lee and Wong (2019) highlight the contribution of team emotional intelligence in the team process and effectiveness. Emotional intelligence is also related to trust, conflict, and team performance, as Rezvani et al. (2019) do. Moreover, Tabassi et al. (2019) stress the need for coordination in multicultural project teams. These studies collectively suggest that conflict-management outcomes are influenced by leadership capacities, interpersonal competencies, and workplace relationships, in addition to formal conflict-management strategies.

Although these contributions were made, the studies reviewed differ in their organizational context, area of analysis and their measures of outcome. A number of investigate project teams, private organizations, health care institutions, or international alliances instead of public bureaus in Ethiopia. In spite of the relevant evidence given by Soressa et al. (2025) in the Ethiopian context, there is a need to investigate more in-depth to find out the impact of conflict-management strategies on organizational performance through the lens of selected public bureaus and other related organizations. This study aims to close this contextual and explanatory gap by analyzing the direct link between conflict-management strategies and organizational performance as well as the indirect link through trust. The results can provide context-specific evidence to organization research and guide public sector practice to build trust, resolve workplace conflicts, and enhance performance.

7. Conclusions

The reviewed literature illustrates that conflict management strategies are crucial in enhancing organizational performance and fostering positive relationships within the organization. The impact of strategies on organizational outcomes may vary according to the content of conflict and the organizational context—integration, compromising, accommodating, avoiding, and dominating. The results emphasize that the constructive approach to conflict resolution, effective leadership, cooperation among employees and building trust are crucial to the organization's goals. But, organizations vary in their capacities of handling workplace conflicts, due to variations in leadership practices, employee skills, organizational culture, resources or institutional context. These factors could affect the ability to implement conflict management strategies in order to increase the organizational effectiveness.

The results also showed that the positive impacts of good conflict management are not limited to the immediate performance results but also positively influence employee relations, psychological safety, teamwork and coordination, commitment and innovation as well. Trust is one of the key factors where selected conflict management strategies impact organizational outcomes. However, the nature of the organization, available resources, leadership skills and working relationships can provide different types of challenges for public institutions. Thus, the following mechanisms are important: trust building, employee engagement, good communication and constructive conflict resolution. In general, conflict management is considered not only as a process of conflict resolution, but as an organizational ability to carry out sustainable activity. The results underlined the significance of enhancing the leadership capacity, conflict resolution skills of employees, building trust within the organization, putting in place transparent management and creating a collaborative culture of the work place in selected public bureaus and other related organizations.

8. Recommendation

Based on the results of this review, the authors recommend the public bureaus and other related organizations to prioritize the use of effective conflict management mechanisms, improve their employees' conflict management skills, build employee leadership skills and create an enabling organizational culture for managing conflict. In addition, the fostering of open communication, fair decision making, participation of employees and trust building are important priorities. The identified organizational, interpersonal and contextual factors in the reviewed studies are reflected in these recommendations. Additionally, regional decision-makers and public sector administrators should encourage leadership development, create clear grievance-resolution processes, foster team-oriented work environments, increase accountability, and facilitate access to tools for conflict resolution. Such strategies need to be tailored to local institutional, organizational, employee and administrative requirements. However, before they be more widely implemented, further research is needed to assess the effectiveness, costs, and long-term sustainability of conflict management interventions, trust-building initiatives, leadership development programs, and organizational performance improvement strategies.

9. Contribution of the study

The study extends the literature on various aspects of the topic, such as the integrated view of conflict management strategies, the organization performance, and the mediating role of trust in public-sector organizations. First, it makes a conceptual contribution by integrating conflict management strategies, organizational trust, employee relations and employee outcomes in a single research platform. Second, it makes a theoretical contribution by underscoring the importance of organizational trust and conflict management concepts in the understanding of the impact of constructive conflict resolution on organizational effectiveness. Third, it adds an empirical contribution by bringing together evidence from a variety of organizational and geographical settings, including public organizations, and elucidating how conflict management strategies affect organizational performance. Fourth, it also makes methodological contributions, in a systematic and review-oriented manner, so as to consider research developments, methodological approaches and emerging thematic lines. Lastly, the study aids future research by revealing gaps in the literature regarding contextual, theoretical, and methodological aspects of organizational context and conflict management, as well as providing directions for future research on improving the understanding of the relationship between conflict management and trust in the context of selected public bureaus and other related organizations.

10. Implications of the study

First, the findings have implications for public-sector managers and bureau leaders who seek to enhance the performance of their organizations by effective conflict management. The identified conflict-resolution strategies of integrating, compromising, accommodating, avoiding and dominating show that there is a need for conflict-resolution strategies that are more congruent with organizational goals and workplace environments. The nature of conflict, relationships between employees, leadership capacity, organizational culture and existing levels of trust ought to be considered when determining a strategy of conflict management. They should also embed positive conflict management skills into their everyday working routines and measure its role in promoting levels of cooperation, trust, communication, coordination, and effectiveness among employees. These data-informed decisions can also support public bureaus to deal with internal conflicts in a constructive manner while improving institutional performance and organizational stability in the long run.

Secondly, the results hold implications for regional policy makers, for human resource management and organizational development institutions, and for public-sector administrators. The problems reported in the literature (poor negotiating ability, poor communication, lack of employee involvement, and lack of trust) suggest the need for systematic institutional assistance. Regional government institutions should support leadership development, readily available conflict management training, transparent grievance handling procedures, employee involvement, and support policies. Bureaus can also benefit from continuing professional development activities, advisory services based on research, and working with organizational leaders offered by universities and public-sector training institutions. The interventions can help to decrease tensions at the workplace, allowing for better handling of conflict in public

institutions, improve the relationship between employees, as well as enhance the performance of public institutions in various administrative settings.

Thirdly, the findings have relevance for the governance of public institutions, the building of trust, and how institutions are reviewed and assessed for their performance in the future. Based on the reviewed evidence, conflict management ought to be evaluated not only in the resolution of a conflict but also in terms of employee trust, job satisfaction, psychological safety, teamwork, and institutional effectiveness. Public bureaus should have clearly defined governance processes for fair treatment, transparent communication, accountability, employee involvement and a consistent conflict resolution. They will also need to track the level of conflict, trust among employees, cooperation, job satisfaction, effectiveness of services and organizational performance. Crafting these measures into strategic planning and performance monitoring can enhance accountability and support ongoing enhancement. This can assist public institutions, to integrate constructive conflict management in the context of trust-based relationships and sustainable performance of the organizations.

Limitations and Future Research Directions

The review has some limitations that need to be taken into account when interpreting the results. First, the analysis was conducted on 31 publications which did not cover the entire landscape of literature on conflict management strategies, organizational performance, and the mediating role of trust. Second, there might have been confounding in the comparability of findings due to the inclusion of quantitative empirical studies, qualitative investigations, experimental studies and systematic reviews. Some of the studies included did not focus specifically on the direct link between the conflict management styles and organizational performance, but on organizational trust, team conflict, or employee performance. Also, the diversity of geographic location and organization of the studies included makes it difficult to generalize their results to the public bureaus and other related organizations. Lastly, as a result of an incomplete publication period, it is possible that studies published in 2026 were included.

The gaps in geographical, theoretical, and methodological research, indicated in this review, should be tackled in future research. Longitudinal studies are needed to examine the long-term effects of conflict management strategies on organizational performance and trust development. Comparative investigations should investigate differences between public and private organizations, and between regions and countries. Additional empirical studies are required to investigate the mediation effect of trust between the specific conflict management strategies and organizational performance. More should also be done to incorporate the compromising, avoiding, accommodating, integrating and dominating strategies and their differential impact on employee and organizational outcomes. Mixed methods research may give a better understanding of organizational culture, leadership, employee relationships and conflict management issues.

Declarations

Competing interest:

The authors do not have any competing interest.

Clinical Trail Registration

Not applicable.

Ethics Approval:

Approval was not required because the study used previously published data and did not involve participants or identifiable information.

Consent to publish:

We authorize the publication of our work and grant permission for publication by your esteemed journal.

Consent to participate:

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Data Availability:

All data used in this review are available in the published sources cited; the search strategies, screening records, data-extraction forms, and quality-assessment data are available as supplementary materials.

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Figures

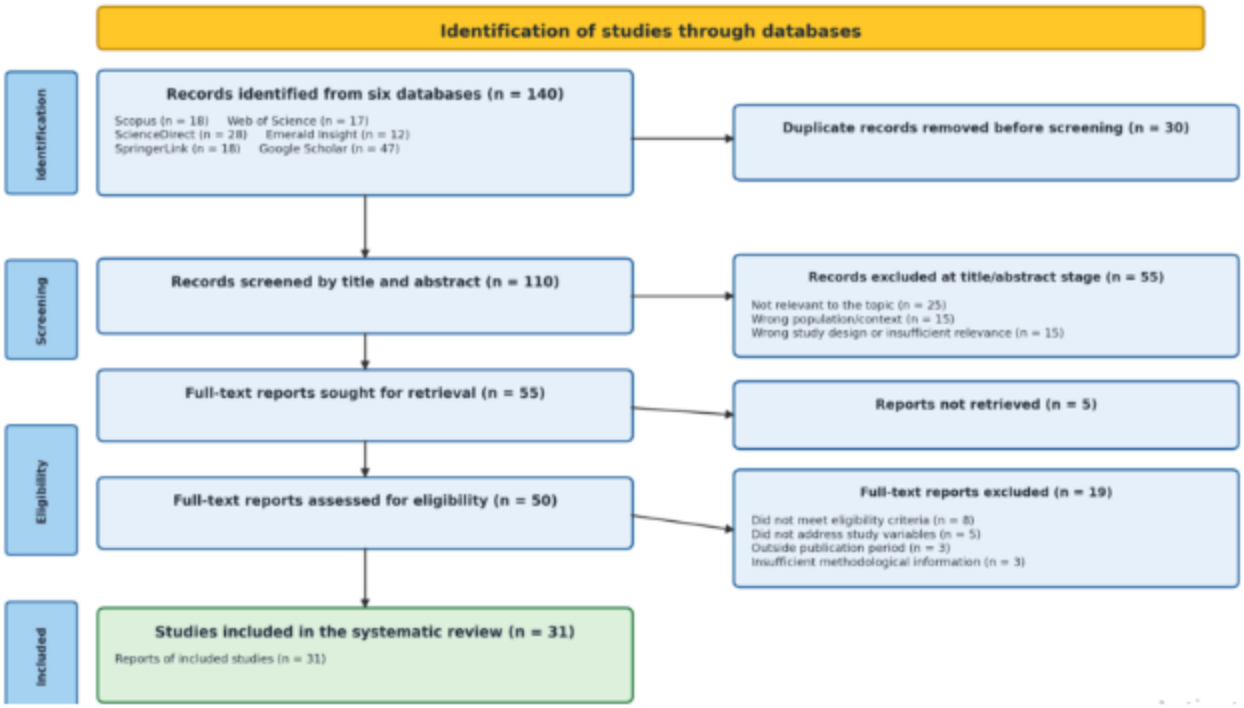


Figure 1

PRISMA chart of literature review process

Source: Developed by researcher, 2026