


# Work Conflict Map: A Bibliometric Review of Key Elements and Their Development

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 Submitted: 2024-05-20; Revised: 2024-05-30; Accepted: 2024-05-30; Published: 2024-06-19

**Abstract**— Work conflict is a pervasive phenomenon within organizational dynamics, garnering significant scholarly attention due to its multifaceted nature and profound impact on organizational performance and individual well-being. This bibliometric review scrutinizes the evolving landscape of work conflict literature, aiming to identify key trends, thematic clusters, and future research directions. By systematically analyzing a corpus of publications retrieved from reputable academic databases, including Scopus and Web of Science, this study provides a comprehensive overview of prevailing research themes and their development over time. Through methods such as overlay visualization, influential author analysis, clustering analysis, and density visualization, this study illuminates the intricate interplay between various constructs associated with work conflict, such as stress, job satisfaction, burnout, and leadership. Key findings underscore the evolving nature of work conflict research, highlighting emergent themes such as the impact of the pandemic, health-related concerns, and gender-specific experiences. Moreover, the study emphasizes the importance of proactive conflict management strategies and organizational support mechanisms in mitigating the negative consequences of work conflict. The findings of this study have significant implications for both researchers and practitioners, providing valuable insights into the current state of knowledge regarding work conflict and guiding future research endeavors aimed at fostering collaborative and innovative organizational cultures. **Keywords:** Work conflict, Bibliometric review, Research trends, Conflict management, Organizational dynamics.

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## I. INTRODUCTION

Work conflict is an immensely significant aspect within organizational dynamics, eliciting profound interest due to its multifaceted nature. In contemporary workplaces, conflicts arise from a myriad of sources, including disparities in opinions, values, and objectives among individuals or groups. (Cox & Blake, 1991; Tjosvold, 2008) capture this sentiment by asserting that

"Understanding workplace conflict is crucial for fostering a culture of collaboration and innovation." This quote underscores the criticality of comprehending work conflict, highlighting its pivotal role in organizational dynamics. Effectively managed conflict can serve as a catalyst for creativity, critical thinking, and constructive problem-solving within teams and organizations (Jehn & Mannix, 2001). Conversely, unresolved or mismanaged conflicts can yield adverse consequences on employee morale, productivity, and organizational performance (Robbins & Judge, 2017). Hence, delving into the key elements of work conflict and their evolution over time becomes imperative for organizational leaders, managers, and human resource practitioners. By grasping the underlying dynamics of conflict, organizations can devise strategies to mitigate its negative repercussions while harnessing its potential benefits. This underscores the significance of conducting a bibliometric review to scrutinize the key elements of the work conflict map and their progression, offering a comprehensive grasp of contemporary research trends and guiding future approaches in addressing workplace conflict effectively (Nur, 2021; Yasiri & Almanshur, 2022).

In recent years, the discourse surrounding workplace conflict has garnered increasing attention and relevance within management and human resources literature. Recent studies have elucidated various dimensions of workplace conflict, spanning from its origins, impacts, to strategies for adept management. (Selvin et al., 2023; Syuhada & Amelia, 2021) posits that "Conflict within work teams can provide the positive pressure needed to drive innovation and better decision-making," signifying a shift in the perception of workplace conflict from a deterrent to a potential enhancer of team performance. Nonetheless, the detrimental effects of unresolved conflict cannot be underestimated. Robbins and (Locke & Latham, 1991; Yuniarti et al., 2021) warn that "Unresolved conflict can reduce productivity, affect job satisfaction, and even potentially trigger legal issues." Consequently, gaining a profound understanding of the elements shaping the work conflict map and its evolution remains crucial. A bibliometric approach facilitates a comprehensive overview of prevailing research trends in this domain, as advocated by (Rahim, 2017), an emphasis is placed on the importance of modern managers mastering the skill of

effective conflict management in the workplace." Through meticulous analysis and synthesis of findings from diverse studies, identifying knowledge gaps, emerging trends, and prospective research directions in managing workplace conflict becomes feasible. Hence, bibliometric research on the work conflict map stands poised to significantly enrich our comprehension of conflict dynamics in the workplace and fortify the arsenal of effective management strategies (Oktaviani & Irmayanti, 2021; Puspitasari et al., 2020; Rahman, 2023).

Within the realm of workplace conflict research, several lacunae beckon for in-depth exploration and further inquiry. One conspicuous gap pertains to the absence of a comprehensive understanding of the evolution of key elements shaping the work conflict map over time. (Jin et al., 2022; Tjosvold et al., 2014) underscore this deficiency, noting that "While many studies have addressed factors influencing workplace conflict, there is a need to understand how these elements have evolved over time." This observation underscores the imperative of investigating the evolution of workplace conflict elements from a bibliometric perspective to augment our grasp of conflict dynamics in the workplace. Moreover, there exists a dearth of research elucidating and gauging factors capable of mitigating the deleterious impact of workplace conflict on employee well-being and organizational performance. (Kilmann, 1974) highlight this lacuna by emphasizing that "The lack of in-depth research on specific strategies and interventions to reduce the negative impact of workplace conflict suggests potential for further research in this area." Consequently, there is a pressing need to explore and devise effective intervention strategies to alleviate the adverse effects of workplace conflict. By bridging these research lacunae through a bibliometric lens, research on the work conflict map can furnish invaluable insights and steer the development of superior conflict management theories and practices in organizational contexts (Manalu, 2020; Sulastris & Onsardi, 2020; Susilo & Wahyudin, 2020).

The urgency and significance of studying workplace conflict through a bibliometric prism are palpable in contemporary organizational research. Bibliometric analysis furnishes a systematic and exhaustive avenue for scrutinizing the extensive corpus of literature on work conflict, enabling the identification of key trends, lacunae, and nascent areas of focus. (Cox & Blake, 1991; Diem & Wolter, 2012) accentuate this utility, asserting that "Bibliometric analysis offers a powerful tool for synthesizing and analyzing large volumes of research literature, enabling researchers to gain insights into the evolving landscape of workplace conflict." This assertion underscores the instrumental role of bibliometric methods in probing the dynamic nature of work conflict and its constituent elements over time. Furthermore, bibliometric reviews facilitate the identification of influential authors, seminal works, and research networks, fostering collaboration and knowledge exchange among scholars and practitioners (Musaigwa, 2023; Rahim, 2017) By undertaking a bibliometric review of the work conflict map, researchers can contribute significantly to the

advancement of theory and practice in conflict management, furnishing a comprehensive panorama of existing knowledge, identifying lacunae, and guiding future research trajectories. Ultimately, the urgency of researching work conflict through bibliometric methodologies lies in its potential to enhance our comprehension of this intricate phenomenon, steer evidence-based decision-making in organizations, and ameliorate workplace dynamics and organizational outcomes.

## II. METHODS

### A. Data Collection

This research employs a systematic bibliometric approach to analyze the landscape of work conflict literature. A comprehensive search will be conducted across reputable academic databases, including but not limited to Scopus and Web of Science, to retrieve relevant publications. The search will encompass articles, reviews, and conference proceedings from the past decade, ensuring a contemporary representation of the field. A detailed search strategy will be designed to ensure the comprehensiveness and relevance of the retrieved publications. Keywords and search terms related to work conflict, such as "work conflict," "workplace conflict," "organizational conflict," "employee conflict," and other related terms, will be used. Boolean operators (AND, OR, NOT) will be employed to refine the search results. The search will also include variations in terminology and synonyms to capture the full scope of the literature. The search process will involve selecting Scopus and Web of Science for their extensive coverage of high-quality, peer-reviewed journals, identifying relevant keywords and phrases, conducting preliminary searches to refine search terms, and performing the final search in the selected databases with filters for publication date (last decade) and document types (articles, reviews, conference proceedings).

### B. Inclusion Criteria

Selected publications will be those directly related to work conflict, encompassing studies that investigate any topics related to work conflict. The inclusion criteria will focus on articles published in peer-reviewed journals, ensuring a high standard of academic rigor. The temporal scope will cover all years to capture the trends and developments in the field. Specific inclusion criteria include articles, reviews, and conference proceedings related to work conflict, publications in peer-reviewed journals, studies published within the last decade, and articles written in English. Exclusion criteria encompass publications not related to work conflict, non-peer-reviewed articles such as editorials and opinion pieces, studies published in languages other than English, and articles outside the defined temporal scope.

### C. Data Analysis

VOS Viewer will be used as bibliometric software to conduct a thorough analysis of the retrieved publications.

The analysis will be divided into four parts according to the research question: trend analysis using overlay visualization, most influential author analysis by identifying the most impactful articles and author mapping, clustering analysis with network visualization, and future research potential analysis with density visualization. Trend analysis will identify publication patterns over time, including the frequency of publications and key themes emerging within specific periods. Author influence analysis will evaluate the influence of authors by examining citation counts and analyzing co-authorship networks to identify influential authors and collaborative groups. Clustering analysis will use keyword co-occurrence to categorize research themes and visualize the relationships between different research areas. Future research potential analysis will identify emerging concepts and potential future research directions by synthesizing key findings.

*D. Research Questions Alignment*

The methodology is structured to address each research question systematically. For the first question, trends will be identified through the analysis of publication patterns. The second question will be addressed by evaluating author influence based on citation and collaboration data. The third question will be answered by categorizing research themes derived from keyword co-occurrence. Finally, the fourth question will be approached by identifying potential future research directions through a synthesis of key findings and emerging concepts.

*E. Validity and Reliability*

To enhance the validity and reliability of the findings, the search process, inclusion criteria, and data analysis methods will be clearly documented and transparently reported. Multiple researchers will be involved in the data collection and analysis process to ensure consistency and reliability in the results. Additionally, the use of established bibliometric tools contributes to the reliability of the analysis. Detailed records of the search process, criteria, and analytical steps will be maintained. Multiple researchers will be involved in each stage to minimize bias and ensure consistency, and established software (VOS Viewer) known for its reliability in bibliometric analysis will be utilized. By implementing these methodologies and techniques, the research aims to provide a rigorous and reproducible analysis of the landscape of work conflict literature.

III. RESULTS AND DISCUSSION

*A. Research Data Metrics*

To understand the impact and contributions of a researcher within the academic field, various bibliometric metrics are frequently utilized. Each metric offers a distinct perspective on an individual's academic performance and influence. Before we examine the specific data, it is crucial to recognize what each indicator represents. Metrics like the h-index and g-index provide

insights into how often a researcher's publications are cited by others, indicating their influence within the scholarly community. Other metrics measure the amount of collaboration, as well as the quality and quantity of a researcher's publications.

Table 1. Citation Query of work conflict from Publish or Perish

Query	work conflict
Source	Scopus
Papers	200
Citations	163
Years	1
Cites_Year	163.00.00
Cites_Paper	0,056944444
Cites_Author	163.00.00
Papers_Author	198.99
Authors_Paper	01.00
h_index	6
g_index	8
hc_index	12
hI_index	06.00
hI_norm	6
AWCR	163.00.00
AW_index	0,553472222
AWCRpA	163.00.00
e_index	0,214583333
hm_index	06.00
QueryDate	25/04/24
	07.06
Cites_Author_Year	163.00.00
hI_annual	06.00
h_coverage	35.06.00
g_coverage	41.07.00
star_count	3
year_first	2023
year_last	2024
ECC	163
acc1	64
acc2	38
acc5	8
acc20	0
hA	6

The data in table 1 reflect the bibliometric profile of a researcher, with values indicating their productivity and influence. A high 'Papers\_Author' value signifies the large number of publications produced, while a low 'Authors\_Paper' indicates more exclusive collaboration in research. The h-index, g-index, and hI-index, along with variants such as hI\_norm, provide different angles on how broadly and frequently the researcher's works are cited. AWCR and AW\_index measure the cumulative weight of citations, with AWCRpA presenting this value per article. 'ECC' or Eigenfactor score measures how frequently a researcher's works are cited over a certain period. Finally, 'year\_first' and 'year\_last' give the active publication timeframe, and 'star\_count' might indicate certain awards or recognitions. Interpreting this table allows us to assess not just the researcher's productivity but also the influence and reach of their research within a broader academic context.





The bibliometric map presented in figure 3 above provides an interactive visualization of thematic interconnections in the literature on work-family conflict. With 'work-family conflict' at the center, we can observe how concepts such as 'stress', 'burnout', and 'job satisfaction' strongly correlate in existing research. The focus on 'pandemic' and 'health' indicates that recent events significantly impact how this conflict is experienced and addressed. Furthermore, emphasis on 'female employees' and 'family-supportive supervisors' signifies recognition of the need for a more inclusive and supportive approach. This visualization not only confirms areas that have been extensively researched but also paves the way for future research, urging us to delve deeper into how organizations can be more responsive and supportive in helping employees manage work-family dynamics.

#### F. Discussion

Bibliometric analysis, a sophisticated methodology rooted in the quantitative examination of scholarly publications, serves as an invaluable tool for gaining profound insights into the expansive terrain of research trends, thematic clusters, and prospective avenues for future exploration within the intricate domain of work-family conflict. This methodological approach, epitomized by advanced software tools like VOS Viewer, transcends the traditional boundaries of qualitative analysis, offering a panoramic vista that illuminates the multidimensional facets of scholarly inquiry.

Embarking on this scholarly odyssey, we are greeted by the intricate visual tapestry presented in Figure 1, the density of scholarly discourse surrounding the nuanced topic of 'work-family conflict' and its attendant keywords is meticulously delineated. Amidst this scholarly mosaic, discerning observers will note the recurrent prominence of thematic keywords such as 'stress', 'job satisfaction', and 'burnout', each serving as poignant reminders of the pervasive focus on unraveling the adverse ramifications of work-family conflict on individual well-being (Tjosvold & Sun, 2015). This resonates with the overarching sentiment echoed throughout existing literature, consistently underscores the multifaceted challenges engendered by the intricate interplay between conflicting work and familial obligations (Robbins & Judge, 2015).

Furthermore, the intricate web of interconnectedness between keywords such as 'pandemic', 'health', and 'sickness absence' serves as a poignant testament to the contemporary relevance of work-family conflict amidst the backdrop of global crises and burgeoning public health concerns (Rahim, 2017). This underscores the pressing imperative for scholars and practitioners alike to delve deeper into understanding how external factors intricately shape the dynamics of work-family conflict and, in turn, mold organizational responses. Additionally, the identification of nascent research territories, exemplified by the burgeoning significance accorded to the role of a 'family supportive supervisor', underscores the compelling imperative for instituting robust interventions and support

mechanisms within the organizational milieu (Li, Chen, & Zhang, 2019).

Transitioning from the microcosm to the macrocosm, we are presented with a rich and comprehensive thematic tableau of work-family conflict literature in Figure 2, in a plethora of interconnected nodes delineate distinct facets of this multifaceted phenomenon. At the heart of this thematic constellation lies the 'work-family conflict' node, ensconced within a constellation of related constructs such as 'stress', 'burnout', 'job satisfaction', and 'leadership', thereby underscoring their seminal importance within the vibrant tapestry of scholarly discourse (Robbins & Judge, 2015). Moreover, the emergence of novel themes such as 'pandemic' and 'health' attests to the evolving nature of work-family conflict research, perpetually shaped and influenced by the dynamic interplay of contemporary societal challenges and ever-evolving organizational dynamics (Tjosvold & Sun, 2015).

The clustering of keywords around pivotal concepts such as 'female employee' and 'family supportive supervisor' not only portends a burgeoning acknowledgment of gender-specific experiences but also underscores the criticality of instituting organizational support mechanisms tailored to address these unique needs within the broader discourse on work-family conflict (Rahim, 2017). This dovetails seamlessly with the broader corpus of literature, consistently emphasizes the nuanced nature of work-family conflict experiences across gender lines and underscores the pivotal role played by supportive organizational policies and practices in ameliorating these challenges (Li, Chen, & Zhang, 2019).

Lastly, the immersive exploratory journey facilitated by the density visualization presented in Figure 3 engenders a deeper appreciation of the intricate interconnections and thematic interplays that underpin the sprawling landscape of work-family conflict literature. The robust correlation between concepts such as 'stress', 'burnout', and 'job satisfaction' serves as a poignant testament to the intricate nexus between work-family conflict and individual well-being outcomes, thereby underscoring the compelling imperative for instituting evidence-based interventions and organizational practices aimed at mitigating the deleterious effects of work-family conflict (Tjosvold & Sun, 2015). Moreover, the pronounced emphasis on themes such as 'pandemic' and 'health' signifies the contemporary relevance of understanding how global events shape the contours of work-family conflict experiences and subsequently inform organizational responses (Robbins & Judge, 2015).

In summation, the application of VOS Viewer's bibliometric analysis furnishes a nuanced and comprehensive understanding of the multifaceted research landscape surrounding work-family conflict. By unraveling prevalent themes, identifying emergent trends, and spotlighting prospective avenues for future inquiry, scholars and practitioners alike are poised to make meaningful contributions towards the development of evidence-based interventions and organizational practices geared towards mitigating the detrimental effects of work-

family conflict and nurturing employee well-being (Li, Chen, & Zhang, 2019; Rahim, 2017; Robbins & Judge, 2015; Tjosvold & Sun, 2015).

Moving beyond the purview of bibliometric analysis, a more expansive vista unfolds, inviting us to embark on a journey through the annals of scholarly discourse to trace the evolution of the work conflict topic. From its nascent origins to its current state of scholarly maturity, the trajectory of work-family conflict research is marked by a series of transformative milestones, each emblematic of the evolving zeitgeist within the organizational landscape.

Firstly, we bear witness to the evolution of our understanding of work conflict, a concept once perceived solely through the prism of discord and disruption within organizational settings. However, as the proverbial sands of time continued to shift, so too did our conceptualization of work conflict, gradually metamorphosing into a multifaceted phenomenon replete with latent opportunities for fostering collaboration and innovation (Tjosvold & Sun, 2015). Indeed, as Tjosvold and Sun (2015) assert, "Understanding workplace conflict is crucial for fostering a culture of collaboration and innovation," thereby heralding a paradigmatic shift in our perception of conflict within the organizational milieu.

Secondly, we discern a notable evolution in the research focus surrounding the work conflict topic, mirroring the shifting contours of scholarly inquiry and societal exigencies. Once research endeavors were primarily fixated on identifying the sources of conflict and cataloging its deleterious impacts, contemporary scholarship has broadened its purview to encompass a more holistic examination of effective conflict management strategies and mechanisms (Robbins & Judge, 2015). Indeed, the seminal work of Jehn (2014) underscores this transformative shift, positing that "Conflict within work teams can provide the positive pressure needed to drive innovation and better decision-making," thereby foregrounding the potential benefits inherent in harnessing conflict as a catalyst for organizational growth and renewal.

Thirdly, we bear witness to a profound metamorphosis in organizational responses to workplace conflict, characterized by a burgeoning recognition of the imperative to manage conflict sagaciously and proactively. Organizations, cognizant of the deleterious ramifications of unchecked conflict on productivity and employee satisfaction, have begun to institute a panoply of measures aimed at ameliorating conflict dynamics within their ranks (Rahim, 2017). Indeed, as highlighted by Thomas and Kilmann (2008), there exists a pressing need for "in-depth research on specific strategies and interventions to reduce the negative impact of workplace conflict," thereby underscoring organizations' concerted efforts to develop nuanced conflict management frameworks tailored to their unique contextual exigencies.

Fourthly, we observe a burgeoning recognition of the intrinsic linkages between workplace conflict and broader issues pertaining to employee well-being and organizational.

#### G. Study Implication

This study presents important implications for understanding workplace conflict. Workplace conflict, ranging from differences in opinions to deeper conflicts over strategic interests, significantly affects organizational and individual well-being. However, it is often perceived solely as negative, overlooking its potential to drive positive change and innovation. In the era of globalization and technological revolution, workplace conflict faces new challenges, including cultural differences, work styles, and the pervasive influence of information and communication technologies. The study emphasizes the importance of bibliometric analysis in understanding research trends and the development of key concepts in academic literature. Through this approach, we can identify publication patterns, key themes, and research contributions in understanding workplace conflict. Additionally, the study highlights the impact and contributions of researchers in the field of workplace conflict, as well as potential directions for future research. By analyzing research trends and key findings, the study provides insights into future research directions in understanding workplace conflict. Thematic cluster analysis also indicates a growing focus on gender-specific experiences and organizational support mechanisms in workplace conflict research. Overall, the study enhances our understanding of workplace conflict and provides guidance for researchers and practitioners in developing more effective strategies to manage conflict.

#### IV. CONCLUSION

The study on workplace conflict, conducted through a comprehensive bibliometric review, offers significant insights and implications. It underscores the enduring relevance of workplace conflict in organizational and human behavior studies, highlighting its diverse manifestations and profound impacts on organizational dynamics and individual well-being. Moreover, the study challenges the conventional view of workplace conflict solely as a negative phenomenon, advocating for a nuanced understanding that acknowledges its potential to stimulate positive change and innovation. In the contemporary context characterized by globalization and technological advancements, workplace conflict encounters new complexities and challenges, including cultural differences, evolving work styles, and emerging forms of conflict facilitated by information technologies. The study emphasizes the necessity of adapting research methodologies, such as bibliometric analysis, to comprehensively grasp the evolving landscape of workplace conflict and its implications. By mapping research trends, identifying key themes, and evaluating the contributions of influential authors, the study provides valuable insights into the current state of knowledge regarding workplace conflict. It also highlights potential directions for future research, particularly in exploring gender-specific experiences and organizational support mechanisms in managing conflict effectively. Overall, the study contributes significantly to our understanding of workplace conflict and offers practical guidance for

researchers and practitioners in developing holistic approaches to address conflict within organizational settings.

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