



REVIEWER'S REPORT

Manuscript No.: IJAR- 57943

Title: The Impact of Employee Conflict on Organizational Performance: A Conceptual Review.

Recommendation:

Accept after minor revision.

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality	✓			
Clarity	✓			
Significance	✓			

Reviewer Name: Dr. Bishwajit Rout

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This study is significant because it provides a comprehensive conceptual understanding of how employee conflict influences organizational performance through multiple dimensions, including productivity, teamwork, communication, motivation, innovation, turnover, and service quality. By synthesizing foundational organizational behavior literature, the study highlights the dual nature of conflict and emphasizes the importance of effective conflict management for improving organizational effectiveness, employee wellbeing, and sustainable performance outcomes.
- Strength:** The primary strength of the manuscript lies in its broad and systematic discussion of workplace conflict and its organizational consequences. The study integrates classical conflict theories and empirical findings from established literature while examining multiple performance dimensions. Its practical orientation provides valuable managerial insights regarding conflict prevention, resolution mechanisms, communication enhancement, leadership effectiveness, and organizational development within diverse workplace settings.
- Key Insight:** The most important insight is that employee conflict is not inherently harmful; rather, its impact depends on the type of conflict and how it is managed. Constructive task conflict can improve innovation, learning, and decision quality, whereas relationship and process conflicts often reduce productivity, trust, teamwork, and organizational effectiveness. Effective conflict management therefore transforms disagreement into a strategic resource for organizational growth and performance.

REVIEWER'S REPORT

The paper titled "*The Impact of Employee Conflict on Organizational Performance: A Conceptual Review.*" synthesizes literature on how employee conflict affects organizational performance, distinguishing task, relationship (interpersonal), and process conflicts. While relationship and process conflicts typically harm productivity, teamwork, motivation, communication, and decision-making through stress and eroded trust, well-managed task conflict can enhance creativity and outcomes. The paper stresses that unmanaged conflict poses greater risks than conflict itself and advocates constructive resolution strategies, clear roles, training, and fair leadership. A useful framework for HR and management, though limited by its non-empirical nature.

Suggestions for Improvement:

1. Clearly identify unresolved issues within conflict literature.
2. Strengthen rationale supporting need for conceptual review.
3. Explain how the study advances existing knowledge beyond summarizing previously established relationships and theoretical perspectives.
4. Incorporate recent empirical studies published within decade.
5. Critically compare findings rather than summarizing literature. Critically evaluate conflicting viewpoints from previous studies.
6. Identify contradictions among previous studies regarding constructive and destructive conflict effects on organizational performance.
7. Include dedicated theoretical framework supporting conceptual analysis.
8. Integrate Pondy, Rahim, and Thomas conflict theories into a unified framework explaining performance outcomes.
9. Explain selection criteria for organizational performance indicators.
10. Discuss applicability of findings across industries with varying organizational structures and conflict dynamics.
11. Differentiate short-term and long-term productivity consequences clearly. Expand discussion regarding employee retention and turnover.
12. Compare productivity effects across different organizational contexts, industries, and workforce structures where possible.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

REVIEWER'S REPORT

The manuscript addresses an important organizational behavior topic and provides a useful conceptual synthesis of employee conflict and organizational performance literature. However, the study requires stronger theoretical integration, updated literature coverage, critical analysis, and improved scholarly rigor. The absence of a dedicated conceptual framework, limited contemporary references, duplicated citations, and predominantly descriptive discussion reduce its academic contribution. Addressing these concerns will significantly improve the manuscript's quality, originality, and publication potential. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.