

THE ROLE OF CONFLICT MANAGEMENT IN PUBLIC RELATIONS

Eglė Juozėnaitė

*Mykolas Romeris University, Lithuania
egle.juozenaite@gmail.com*

Abstract

Purpose. The purpose of this article is to reveal the role of conflict management in organizational public relations management in managing relationships with its public groups and stakeholders.

Design/methodology/approach. In this article, the conflict management role in the public relations management field is analyzed, and a systematic and logical analysis of scientific literature is performed.

Finding. Conflict management skills can help public relations managers to develop trust among the organization and its stakeholders. Ineffective conflict management negatively affects an organization by generating more conflict. There are five types of causes of conflicts: interests, structural, value, data, and relationship. Public relations practitioners can use these conflict resolution styles: collaborating, accommodating, avoiding, compromising, and competing. For conflict management, also, game theory is used. Organizations should create a positive conflict climate, to encourage transparency, frequent communication, and empathy. Understanding the theory of conflict management and implementing it in an organization is key to managing disagreements successfully.

Research limitations/implications. The scope of the present paper is limited because it is only a primary attempt to develop an understanding of the role of conflict management in public relations. Also, empirical investigations are needed to prove the literature review findings.

Practical implications. The results of this study can be useful for public relations managers, marketing and communication strategists, communication and marketing scientists in making decisions that would help public relations managers to manage conflicts.

Originality/Value. This article can be useful for public relations managers, marketing and communication specialists, the academic researchers, who specialize in the field of public relations management and communication. This article could help policymakers manage public relations using conflict resolution strategies. Successfully applying conflict resolution theory social changes could be done, encouraging finding a constructive resolution of conflicts and creating a more diplomatic environment, enhancing cooperation not only in Lithuania but also in the world.

Research type. A literature review.

Introduction

Public relations practitioners use communication to manage conflict while others take actions that accelerate it (Grunig, 2022). Public relations strategies can build relationships and lead to a reduction in conflict between an organization and its public groups. Conflict management is, therefore, a crucial element of public relations as practitioners must communicate with various stakeholders regarding conflict, typically to mitigate its costs primarily to the organization, but also to stakeholders and society more broadly (Moon & Browning, 2022). Interpersonal, organizational, cultural, or other forms of differences lead to

tensions and even can become conflict. In some cases, out of unmeasured vanity or just merely out of ignorance or bad will, communication ceases to function or to transform itself into conflict. The conflict can be either constructive or destructive; it can become an animated controversy or a terrible dispute, which is not desirable (Clitan & Rață, 2014).

From a public relations standpoint, organizations may find it increasingly difficult to operate in the resulting climate of hostility (Moon & Browning, 2022). If public relations managers do not address conflicts, organizations may face an overall negative environment (Gomes, M. V., & Novais, P., 2016), which can lead to aggression, and violence (Algert, 2020). Confrontation and conflict are not always negative. Conflict can let the parties to better understand each other and identify solutions for the contested issues (Brand et al., 2020). Companies should not fear potential conflict or try to divert public attention with positive stories. Instead, companies should encourage stakeholders to engage in two-way dialogues that let their voices be heard (Bishop, 2020).

One of the functions of public relations management is to build and manage relationships with an organization's audiences and stakeholders. Conflicts are quite common in organizational public relations management, so it is important to understand how to ensure constructive conflict management, how to communicate with stakeholders to enhance cooperation, reduce conflict, and manage conflicts successfully. There is no precise knowledge of how to manage conflicts, as conflicts arise for a variety of reasons and involve different parties with different characteristics. This article will fill the gap between what is known and what is not known about conflict management in organizational public relations.

The problem analyzed in this article can be defined by the following questions: What is the role of conflict management in public relations? How public relations specialists can manage conflict, and what conflict management style to use?

The objective of this article is to analyze the role of conflict management in organizational public relations management in managing relationships with its public groups and stakeholders.

The object of the article is to review and analyze conflict management's role in organizational public relations.

The research tasks:

- 1) To analyze the public relations function in the organization;
- 2) To analyze the concept of the conflict;
- 3) To review the conflict resolution strategies.

Methods of theoretical analysis and synthesis of the literature and generalization are used in this article.

Methodology. In this study qualitative methodology is used. The data was collected using the analysis of scientific literature and documents. The analysis of scientific literature includes studying sources close to the chosen field of research, taking notes, selecting keywords, searching for other literature based on the references in the primary source, extracting and formulating keywords for the research, using e-databases, selecting appropriate titles and abstracts of articles, and continuously searching for new information and publications, as well as reviewing the literature (Prakapas and Butvilas, 2011). Literature analysis is in itself a research project. It provides a basis for the researcher to begin his or her own research and is a starting point for all other researchers and the scientific community on a particular subject. Literature analysis summarises existing practice, evidence, identifies gaps, and offers a field of inquiry for new research (Okoli and Schabram, 2010). Studying previous research leads to reflection and insights, increasing the likelihood of making predictions, testing theories, and developing new theories (Vogt et al, 2012). Data were analyzed using the theoretical generalization method. Generalization - the most general method of theoretical knowledge

applied to the classification of facts, the integration of more specific concepts into more general ones, and the creation of new concepts for science, concepts unknown to science, to test generalization under new conditions, to practical application (Bitinas, 2013).

The first stage of the study involved the collection and systematization of the sources relevant to the study and an extensive search and review of the sources relevant to the study, scientific journal publications were reviewed, the selected articles in the database of EBSCO, SAGE Journals Online, Emerald Management eJournals Collection from January 1993 to March 2023. The keywords in the search stage 'public relations' and 'conflict management' were used. The second stage of the research was based on the relevance of the topic, the formulation of the research problem, and the setting of the aim and objectives. In the third stage of the study, the theoretical aspects were analyzed. In the fourth stage of the research, a detailed analysis of the scientific literature was carried out, the public relations function in the organization, the concept of the conflict was analyzed, and conflict resolution strategies were reviewed. In the fifth stage, the results of the study were summarised and conclusions and proposals were formulated. The chosen research strategy and methodology allowed to answer the research questions and provide further research directions.

The rest of the article is divided as follows: Public Relations Function, Conflict in Organizations, Conflict Resolution Strategies, and Conclusions. Chapter One describes the concept of public relations, the public relations function in the organization, the types of public relations activities, and the dimensions of communication. Chapter two describes the definition of the concept of conflict, and the types of causes of conflicts. Chapter three describes the conflict resolution strategies, the theory of conflict management, conflict resolution styles, and the structure of positive conflict climate. In the last Chapter, the conclusions are drawn.

Public Relations Function

Public relations is the strategic management of relationships between an organization and its diverse public, through the use of communication, to achieve mutual understanding, realize the organizational goal, and serve the public interest (Canadian Public Relations Society, 2023). Public relations practitioners segment and understand key stakeholders and hence improve organization-stakeholder relationships (Fitzpatrick and Weissman, 2021). Public relations practitioners are experts in strategy, management, and other problem-solving aspects of organizational life (Smith, 2013). Public relations help organizations and individuals manage how the public perceives them (image and reputation management). Public relations also help organizations and individuals manage relationships with the public and stakeholders (Grunig, 1993). Even though the public relations problems they address may differ, both these research agendas have a great interest in the concept of trust (Valentini, 2021).

Public relations is understood as a meaning-making process between "connected actors" who can be professionals, their clients (organizations), ordinary citizens, or professional associations (Edwards & Hodges, 2011). Public relations practitioners are often torn between their role as advocates for the organizations they serve and their responsibilities towards the organization's stakeholders and society at large (Toledano, 2016). Hutton (1999) proposed six orientations of public relations functions (persuasion, advocacy, public information, cause-related public relations, image or reputation management, and relationship management). Public relations practitioners in organizations can provide the needed strategic direction to achieve these goals while making sure their programs are also aligned with the organizations' missions (Adjin-Tettey et al, 2020).

Public relations use inbound activities but also outbound activities, helping organizations support their goals. Inbound activities are related to the reflective role of public relations and

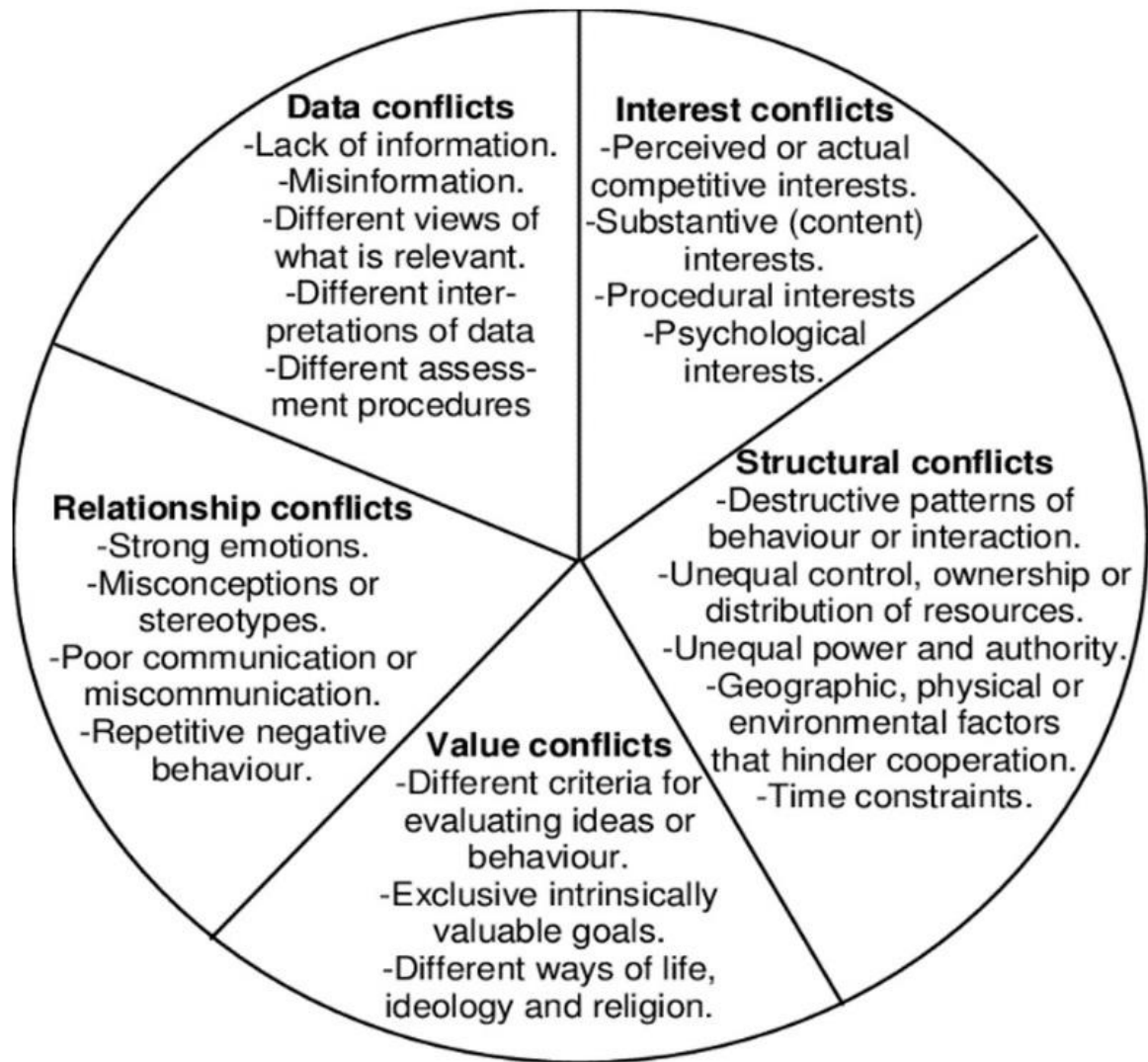
include efforts for managing relationships with stakeholders, crisis communication, and the identification of communication opportunities. Outbound activities are associated with building the brand and corporate image, reputation, and communicating with customers and employees (Verhoeven et al, 2011). An organization or individual can have multiple reputations or different reputations with different audiences at the same time (Langham, 2019).

Public relations practitioners can use two dimensions of communication: symmetrical and asymmetrical communication (Grunig, 2013). The main criterion distinguishing these two dimensions is a balance of communication. Symmetrical communication is balanced between a sender and a receiver in the process of communication, whereas asymmetrical communication is not. Therefore, symmetrical communication occurs “through dialogue, negotiation, listening, and conflict management rather than through persuasion, manipulation, and the giving of orders” (Kim, 2007, p. 171). Symmetrical communication is a way to listen to and learn from different voices among members (Lee et al, 2022). Grunig and Kim (2021) explain that symmetrical communication is instrumental for communicators to resolve problematic states (e.g., conflicts with public). An asymmetrical model assumes imbalanced communication between an organization and its stakeholders, where public feedback enters the process but remains widely unanswered (Waters and Williams, 2011). Public relations helps organizations manage the relationships with the public and stakeholders, helps to maintain a positive reputation of the organization, to shape the organization’s image. Public relations professionals face conflicts that are complex and can arise for a variety of reasons.

Conflict in Organizations

Conflict is a universal phenomenon in real life of society (Li et al., 2019). Conflict is a high-probability event; adults face an average of five conflicts per day (Algert, 2020). Generally, conflict is defined as a misunderstanding, a disagreement between individuals, groups, social classes, communities, etc., based on the incompatibility of the goals, intentions, or opponent’s values, with destructive effects on social interaction (Clitan & Rață, 2014). Ni et al. (2018, p. 120) defined conflict as “perceived incompatible verbal or nonverbal activities between interdependent parties in achieving salient goals; it is prone to arouse emotional responses”. The six properties are: (1) “perceived interdependence with the other party”; (2) “perceived incompatibility” of goals; (3) “perceived incompatibility of verbal and nonverbal activities; (4) “these activities often involve goal-oriented, or intentional communicative acts”; (5) “these activities are prone to arouse intense emotions”; (6) “these activities may evolve based on the dynamics of the encounter”.

Conflict can damage group cohesion, promote hostilities among those involved, and create an overall negative environment (Gomes, M. V., & Novais, P., 2016). “Some conflicts escalate to the point that they can destroy individuals or organizations. Unresolved conflict can lead to aggression, which can lead to violence” (Algert, 2020, p. 75). An optimum conflict level is necessary and beneficial for individual growth and organizational productivity (Mosadeghrad & Mojbafan, 2019). It would also be an appropriate point of view to see the conflicts experienced between stakeholders as suitable occasions for the improvement of organizations rather than perceiving them as threats (Ilgan, 2020). Conflict can contribute to the creation and progress of the interpersonal relationship, by promoting trust (Clitan & Rață, 2014). The study at various organizations and business schools found three types of conflict: relationships, tasks, and process conflicts (Lee et al, 2018). Moore (2014) developed the “Circle of Conflict” model and listed five types of causes of conflicts: interests, structural, value, data, and relationship (see Figure 1).



Source: Moore, 2014.

Figure 1. Circle of Conflict

Conflicts are usually stressful and therefore efforts are made to resolve or eliminate them (Slack & Parent, 2006). Organizations need to pay direct attention to the cause of conflicts and correct those malfunctions to improve group and organizational performance (Robbins et al., 2016). Conflict is a complex phenomenon, which can be caused by different reasons. Public relations specialists need to know conflict management styles and theories to ensure constructive relationships between an organization and its public.

Conflict Resolution Strategies

Conflict management is defined as “designing effective strategies to minimize the dysfunctions of conflict and maximize the constructive functions of conflict in order to enhance learning and effectiveness in an organization” (Rahim et al, 2000, p. 26). Ensari, Camden-Anders, and Schlaerth (2015) define conflict management as a collection of practices used by organizations to intervene in disputes. The Dual Concerns Model developed by Blake et al. (1964) looks at negotiating on two continuums, concern about outcomes and concern about others’ outcomes. Within this particular negotiating theory, there are five styles consisting of yielding, problem-solving, compromising, inaction, and contending. Plowman et al. (2001)

further identified nine conflict resolution strategies in public relations, including contentious, mediated, and cooperative strategies. Rahim (2010) differentiated styles of conflict handling with two basic dimensions: concern for self and concern for others. Rahim (2010) characterized these conflict resolution styles: collaborating, accommodating, avoiding, compromising, and competing.

The integrating style (i.e. collaborating). The collaborating style involves a high degree of concern for self and others and usually indicates investment in the conflict situation and the relationship. Although the collaborating style takes the most work in terms of communication competence, it can ultimately lead to a win/win situation in which neither party has to make concessions because a mutually beneficial solution is discovered or created. The obvious advantage is that both parties are satisfied, which could strengthen the overall relationship and may lead to positive problem-solving in the future (Gerber & Murphy, 2021). For effective collaboration, there must be trust on both sides which might take a while to develop, especially if competing has been the norm. When parties collaborate, they listen to and begin to find value in each other's ideas. This frequently helps to eliminate defensiveness as well as preconceived notions that frequently surface during conflict. It will also help us separate the situation (conflict) from the person, enabling us to approach disagreement with a more open mind (Chaneski, 2019). Integration involves exchanging information, clarifying differences to solve a problem, and finding alternatives to solve problems in a way acceptable to each involved party (Johansen and Cadmus, 2016).

The obliging style (i.e. accommodating) indicates a low concern for self and a high concern for others. This is a self-sacrificing style due to the person disregarding and foregoing one's own personal concerns to satisfy the interests of the other party (Rahim and Magner, 1995). While self-sacrifice may seem generous, it could take advantage of the weak and cause resentment. Accommodating can be used when you do not really care a lot about the outcome but do want to preserve or build the relationship (Benoliel, 2023). Although some might think of this reaction as being cooperative, it is really just giving in to the other party. There are some instances where this type of reaction may be suitable, but completely "giving in" regularly basis prevents us from getting what we need and might even cause us to resent the other party (Chaneski, 2019). This style can be used to repair the poor or shaky relationships or to keep good relationships especially when the relationship is more important than issue (Folger et. al, 2013). It is suggested to be careful when using this style that other party could suppose using it as indicator of weakness or obedience hence other party start to use forcing style (Ilgan, 2020).

The dominating style (i.e. competing) shows a high concern for self and low concern for others. A person demonstrating a dominating conflict management style would be quick to take up for him/herself in conflicting situations at all costs and has low respect for the other party's wants, needs, desires, and expectations (Rahim and Magner, 1995). Treating conflict as a game that can have only one winner forces both parties to prepare for a win/lose outcome. Whereas demonstrating confidence and commitment to our ideas is admirable, standing our ground, no matter what is not an effective way of resolving conflict. The obvious and continuing lack of cooperation can become tiresome and rarely yields long-term benefits (Chaneski, 2019). Dominance means that one party puts its needs and concerns above the needs and concerns of another party (Johansen and Cadmus, 2016). The use of a dominating style could lead to higher levels of conflict, it should not be used except for mandatory stipulations or in a small issue (Ilgan, 2020).

The avoiding style (i.e. suppression) indicates a low concern for self and others. A person engaging in an avoiding conflict management style, would not only fail to fulfill any personal concerns, but he/she would evade doing anything to satisfy the wants, needs, desires, and

expectations of the other party involved (Rahim and Magner, 1995). Some individuals go to great lengths to ignore conflict or pretend it does not exist, with the hope that it will soon be forgotten. This is the worst reaction to conflict as it simply delays ultimate resolution and can slow work efficiency. The act of avoidance also frustrates others by displaying a lack of interest, cooperation, and consideration. Avoidance is not useful (Chaneski, 2019). Using this style extensively has the potential to decrease the self-esteem of users (Ilgan, 2020). Individuals often prefer avoidance to confrontation even at the risk of a financial loss, in the belief that confrontation might disrupt interpersonal harmony between the parties involved. As a result, avoidance originates out of concern for an interpersonal relationship, rather than individual interests (Zhang & Wei, 2017).

Lastly, **the compromising style** (i.e. reconciling) indicates a moderate level of concern for self and for others. The person behaving in a compromising conflict management style would practice a “give-and-take” approach whereas he/she would be forthcoming with solutions to be considered towards resolving the conflict, and would be willing to give up something to create an equally harmonious decision that would satisfy all parties involved (Rahim and Magner, 1995). On the surface, “give and take” might seem like a workable approach to conflict resolution, but often it yields a resolution that neither party is happy with. This amounts to a lose/lose outcome. Though it may work in situations where resolution must be expedited, resolving every conflict through compromise misses the opportunity to develop “outside-the-box” outcomes that are probably better for both parties (Chaneski, 2019). Compromisers consider what to barter and talk to another party about their situation (Ilgan, 2020). Understanding when to use each style, and in which particular conflicting situation, is key to managing disagreements successfully within organizations (Parmer, 2018).

For conflict management, also, the game theory is used, it helps predict actors’ behavior based on their goals in the conflict. The concept of game theory is applied to interactive decision-making among some independent agents – agents might be individuals, groups, stakeholders, countries, or any combination of these. Game theory provides a language for the formulation, configuration, and perception of strategic scenarios (Turocy & Stengel, 2002). Each game includes players, strategies, and payoffs that players obtain by selecting each strategy (Madani, 2010). Game theory is principally the mathematical study of competition and cooperation. This methodology demonstrates how strategic interactions among players result in overall outcomes regarding the preferences of those players. Such outcomes might not have been planned by any player (Ross, 2019). Game theory tries to predict the behavior of the players and sometimes also provides decision-makers with suggestions regarding ways in which they can achieve their goals (Maschler et al, 2020).

Also, organizations should create a positive conflict climate. Clegg & Bailey (2010) defined positive conflict climate in organizations as followed: 1) transparency and openness in communication with diary life, 2) information flows in an easy way and spontaneously along with frequent communication, 3) there is empathy (understanding others emotion and perspectives) among parties, 4) decision-making based on participation, 5) there is respect to equality and everyone’s. A negative conflict climate in the organization is defined as followed: 1) knowledge is hidden, secrets and confidential agenda is common, 2) lenses are restricted, 3) frequency of communication is weak and due to using ineffective communications styles such as email and leaving a message, less verbal messages used, 4) superiority is using frequently, one of party behavior dominantly. Many practices and management styles are used to manage conflict in organizations. It is important for public relations professionals to correctly identify the type of conflict and its consequences and apply the appropriate conflict resolution styles accordingly to resolve the conflict smoothly and positively.

Conclusions

Public relations help organizations and individuals manage how the public perceives them and help organizations and individuals manage relationships with the public and stakeholders. Public relations has an interest in the concept of trust. Public relations use inbound and outbound activities, helping organizations support their goals. Inbound activities include efforts for managing relationships with stakeholders, crisis communication, and the identification of communication opportunities. Outbound activities are associated with building the brand and corporate image, and reputation, and communicating with customers and employees. Public relations practitioners can use two dimensions of communication: symmetrical and asymmetrical communication. Symmetrical communication is balanced between a sender and a receiver in the process of communication, whereas asymmetrical communication is not.

Organizations and individuals face conflicts. Conflict is a disagreement between individuals, groups, social classes, or communities. Conflict can damage group cohesion, promote hostilities among those involved, and create an overall negative environment, but an optimum conflict level is necessary and beneficial for individual growth and organizational productivity. Moore developed the "Circle of Conflict" model and listed five types of causes of conflicts: interests, structural, value, data, and relationship.

Public relations practitioners can use these conflict resolution styles: collaborating, accommodating, avoiding, compromising, and competing. Understanding when to use each style, and in which particular conflicting situation, is key to managing disagreements successfully. For conflict management, also, the game theory is used, it helps predict actors' behavior based on their goals in the conflict. Also, organizations should create a positive conflict climate, to encourage transparency, frequent communication, empathy, decision-making based on participation, and respect for equality.

This article contributes to the extant literature by reviewing a multitude of proposals on conflict management's role in organizational public relations management. Despite an extensive search and critical review, some limitations should be recognized. First, in terms of the literature search and article selection process, limitations include the choice of databases, keywords in the search stage. The selected articles are limited to the contents of the database of EBSCO, SAGE Journals Online, Emerald Management eJournals Collection from January 1993 to March 2023. Also, the criteria for journal and article selection are limited. This study only looks at the theoretical aspects of the problem. Future research could include empirical research on, for example, the role of conflict management in organizational public relations management in the fields of politics, media, education, and energy, by conducting a survey of organizational stakeholders, interviewing communication, marketing, and public relations practitioners. Different types of data would allow more in-depth analysis and comparisons of the data. In summary, the role of conflict management in organizational public relations management is a broad area of process management, encompassing the different types of conflict reasons and styles of management.

References

- Adjin-Tettey, T. D., Allotey, E., Ogoe, A. S., & Anyomi, H. (2020). Public Relations as a Strategic Management Function in Selected Organizations in Accra, Ghana. *International Journal of Interdisciplinary Organizational Studies*, 15(1), 13-28.
- Algert, N.T. (2020). *Conflict Management and Leadership Development Using Mediation*. Information Age Publishing.

- Benoiel, B. (2023). *What's Your Conflict Management Style?* Walden University. Retrieved from: <https://bit.ly/3nL2vdW>
- Bitinas, B. (2013). *Rinktiniai edukologiniai raštai*. Vilnius: Edukologija.
- Blake, R. R., Mouton, J. S., Louis B. Barnes, & Larry E. Greiner. (1964). *Breakthrough in organization development* (p. 136). New York, NY: Graduate School of Business Administration, Harvard University.
- Brand, T., Blok, V., & Verweij, M. (2020). Stakeholder dialogue as agonistic deliberation: Exploring the role of conflict and self-interest in business-NGO interaction. *Business Ethics Quarterly*, 30(1), 3-30.
- Chaneski, W. S. (2019). Some Thoughts on Conflict Resolution: Understanding conflict and conflict resolution can enable a positive change in your work environment. *Modern Machine Shop*, 91(9), 24-26.
- Clegg, S. R., & Bailey, J. R. (2010). Organizational climate. *International Encyclopedia of Organization Studies*, 3(1), 1028-1030.
- Clitan, G., & Rață, G. (Eds.). (2014). *Applied Social Sciences: Communication Studies*. Cambridge Scholars Publishing.
- CPRS Public Relations Definition. (2023). The Canadian Public Relations Society. Retrieved from: <https://www.cprs.ca/About.aspx>
- Edwards, L., & Hodges, C. E. (2011). *Public relations, society & culture: Theoretical and empirical explorations*. Taylor & Francis.
- Ensari, N., Camden-Anders, S., & Schlaerth, A. (2015). Constructive management and resolution of conflict. *Encyclopedia of Mental Health*, 340.
- Fitzpatrick, K.R. & Weissman, P.L. (2021), Public relations in the age of data: corporate perspectives on social media analytics (SMA), *Journal of Communication Management*, 25(4), 401-416.
- Folger, J. P., Poole, M. S., & Stutman, R. K. (2013). *Working through conflict: Strategies for relationships, groups, and organization*. New Jersey: Pearson Publication.
- Gerber, J. P. & Murphy, H. (2021). *Conflict Management Styles*. Libre Texts Social Sciences. Retrieved from: <https://bit.ly/3zxUNGJ>
- Gomes, M. V., & Novais, P. (2016). Conflict and its different dimensions. *In Interdisciplinary perspectives on contemporary conflict resolution* (pp. 1-20). IGI Global.
- Grunig, J. E. (2013). Symmetrical systems of internal communication. *Excellence in public relations and communication management*, 531-575.
- Grunig, J. E. (2022). Negotiation and Conflict Management: Two Valuable Tools in the Public Relations Toolbox. *Negotiation & Conflict Management Research*, 15(1), 1-5.
- Grunig, J. E., & Kim, J. N. (2021). 15 The four models of public relations and their research legacy. *Public relations*, 277-312.
- Grunig, J.E. (1993). Image and substance: from symbolic to behavioral relationships. *Public Relations Review*, 19(2), 121-139.
- Hutton, J.G. (1999). The definition, dimensions, and domain of public relations. *Public Relations Review*, 25(2), 199-214.
- Ilgan, A. (2020). Examining Principals' Conflict Management Styles: A Study of Turkish Administrators. *Bulletin of Education and Research*, 42(1), 1-16.
- Johansen, M. L., & Cadmus, E. (2016). Conflict management style, supportive work environments and the experience of work stress in emergency nurses. *Journal of Nursing Management*, 24(2), 211-218.
- Kim, H.-S. (2007). A multilevel study of antecedents and a mediator of employee-organization relationships. *Journal of Public Relations Research*, 19(2), 167-197.
- Langham, T. (2019). *Reputation Management : The Future of Corporate Communications and Public Relations: Vol. First edition*. Emerald Publishing Limited.
- Lee, H., Zhang, X. A., Sung, Y. H., Lee, S., & Kim, J. N. (2022). Symmetry, inclusion and workplace conflicts: conflict management effects of two leadership strategies on employee advocacy and departure. *Journal of Communication Management*, (ahead-of-print).
- Li, N. N., Xu, Y. J., & Hipel, K. W. (2019). The graph model for conflict resolution with incomplete fuzzy reciprocal preference relations. *Fuzzy Sets and Systems*, 377, 52-70.
- Madani, K. (2010). Game theory and water resources. *Journal of Hydrology*, 381(3-4), 225-238.
- Maschler, M., Zamir, S., & Solan, E. (2020). *Game theory*. Cambridge University Press.
- Meyer, S. (2004). Organizational Response to Conflict: Future Conflict and Work Outcomes. *Social Work Research*, 28(3), 183-190.
- Moon, B., & Browning, N. (2022). When publics collide: Developing the dual orientation conflict model in inter-public conflict. *Public Relations Review*, 48(4), 102211.
- Moore, C. W. (2014). *The mediation process: Practical strategies for resolving conflict*. John Wiley & Sons.
- Mosadeghrad, A. M., & Mojibafan, A. (2019). Conflict and conflict management in hospitals. *International journal of health care quality assurance*, 32(3), 550-561.

- Ni, L., Wang, Q., & Sha, B. L. (2018). *Intercultural public relations: Theories for managing relationships and conflicts with strategic publics*. Routledge.
- Okoli, C., Schabram, K. (2010). A Guide to Conducting a Systematic Literature Review of Information Systems Research. *Sprouts: Working Papers on Information Systems*, 10(26).
- Parmer, L. (2018). Relationships between philosophical values and conflict management styles. *International Journal of Conflict Management*, 29(2), 236-252.
- Plowman, K. D., Briggs, W. G., & Huang, Y.-H. (2001). Public relations and conflict resolution. In R. L. Heath (Ed.), *Handbook of public relations* (pp. 301-310). SAGE Publications, Inc.
- Prakapas, R., Butvilas, T. (2011). *Mokslinio tiriamojo darbo logografika studijoms*. Mokomasis leidinys. Vilnius: Mykolo Romerio universitetas.
- Rahim, M. A., & Magner, N. R. (1995). Confirmatory factor analysis of the styles of handling interpersonal conflict: first-order factor model and its invariance across groups. *Journal of Applied Psychology*, 80(1), 122.
- Rahim, M. A. (2011). *Managing Conflict in Organizations*. New York: Routledge
- Rahim, M.A. (2010). *Managing Conflict in Organizations*. Westport: Quorum Books.
- Rahim, M.A., Magner, N.R., & Shapiro, D.L. (2000). Do justice perceptions influence styles of handling conflict with supervisors?: What justice perceptions, precisely. *International Journal of Conflict Management*, 11(1), 9-31.
- Robbins, S., Judge, T., Millett, B., & Boyle, M. (2016). *Organizational behavior*. Australia: Pearson.
- Ross, D. (2019). *Game theory*. In *The Stanford encyclopedia of philosophy*. Stanford University. Retrieved from: <https://plato.stanford.edu/entries/game-theory>.
- Slack, T., & Parent, M. M. (2006). *Understanding sport organizations: The application of organization theory*. Human Kinetics.
- Smith, R. (2013). *Public relations : The basics*. Taylor & Francis Group.
- Toledano, M. (2016). Advocating for reconciliation: Public relations, activism, advocacy and dialogue. *Public Relations Inquiry*, 5(3), 277-294.
- Turocy, T. L., & Stengel, B. V. (2002). *Game theory. Encyclopedia of information systems*. New York: Academic Press.
- Valentini, C. (2021). Trust research in public relations: an assessment of its conceptual, theoretical and methodological foundations. *Corporate Communications: An International Journal*, 26(1), 84-106.
- Verhoeven, P., Zeffass, A., & Tench, R. (2011). Strategic orientation of communication professionals in Europe. *International Journal of Strategic Communication*, 5(2), 95-117.
- Vogt, W. P., Gardner, D. C., & Haeffele, L. M. (2012). *When to use what research design*. Guilford Press.
- Waters, R.D., & Williams, J.M. (2011), Squawking, tweeting, cooing, and hooting: analyzing the communication patterns of government agencies on Twitter, *Journal of Public Affairs: International Journal*, 11(4), 353-363.
- Zhang, Z.-X., & Wei, X. (2017). Superficial Harmony and Conflict Avoidance Resulting from Negative Anticipation in the Workplace. *Management and Organization Review*, 13(04), 798-820.

