Decision-Making Roles and Workplace Interpersonal Conflict in an Organizational Setting in Mandaue City

Original Article

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Abstract

The purpose of this study is to investigate how decision-making responsibilities are perceived, as well as how interpersonal conflict is perceived in the workplace. The study used the descriptive-correlational research design and identified respondents in the organization using a purposive sampling technique for data collection. The study employed simple frequency and percentage, weighted mean, the Chi-Square Test of Independence, and the T-test for independent samples to analyze the collected data. The study's findings revealed that employees in the various departments highly perceived the four Mintzberg decision-making roles: entrepreneurial decision-making, disturbance handling, resource allocating, and negotiator decision-making, with entrepreneurial decision-making being the most prevalent among managers and as perceived by the respondents. The results also revealed that interpersonal conflicts at work are unavoidable, particularly in situations of interdependence, disagreement, interference, and negative emotions, with interdependence being the most visible and felt type of interpersonal conflict in the workplace. Additionally, a positive association was found between the respondents' years of employment and the interpersonal conflict at work regarding negative emotions. It was also discovered that there is a significant positive difference in the perception among employees of the manager's decision-making roles and the workplace interpersonal conflict. The study found that employees see interpersonal disputes as subjective but view managers' decision-making as objective. Managers can help resolve these conflicts, boosting productivity and communication among coworkers. While disputes are common, managers must improve policies and decision-making processes to mitigate and resolve conflicts effectively.

Keywords: Decision-making roles, Interpersonal Conflict, Mandaue City, Mintzberg Theory, Philippines.

1. Introduction

In today's increasingly intricate and fluid organizational landscapes, decision-making is vital in influencing workplace relationships, specifically enhancing productivity and efficiency, strengthening the organization's financial standing, and ensuring the organization's overall well-being. The decision-making process frequently entails negotiation, collaboration, and communication among individuals holding various positions within the organization. Similarly, Zapata et al. (2022) stressed that the decision-making process in organizations involves making intelligent decisions based on the use of organizational, human, or technological tools to implement strategies that promote the use of resources in a complex environment. This implies the importance of considering resources before negotiation, collaboration, and communication with other people before deciding. Also, another study believed that decision-making requires attention to a series of stages, techniques, and factors that might influence the process to yield a good decision, aiming to achieve organizational goals (Roberts et al., 2021). Nonetheless, even the mentioned studies illustrated the essential

points in deciding within the organization; when these roles are misaligned or misconstrued, they can lead to conflicts between individuals.

Regardless of the company's industry, conflict in the workplace is a natural part of colleague interaction. Conflict can occur between colleagues, within a team, or between team members and leaders (Pasicaran-Escleto et al., 2024). Yet, effective managerial conflict resolution enhances employee communication skills and productivity (Ilavarasi, 2024). This conflict is also known as interpersonal conflict. Tong et al. (2022) defined it as unnoticed differences, disagreements, or dissatisfaction that are accommodated before being noticed. In other words, this kind of conflict will arise due to the distinction of values, thoughts, or opinions, as a regular occurrence in a relationship. Studies found that interpersonal conflict in the workplace can negatively impact team dynamics and reduce task performance if left unaddressed, but with open communication, proper resolution techniques, and strengthened employees' emotional intelligence levels, tensions can often be lessened (Kundi et al., 2023; Varma & Gupta, 2023). Although conflict is an inherent part of an organization, management plays a vital role in addressing this problem without sacrificing harmony in the workplace. It is crucial to comprehend how decision-making duties intersect with interpersonal dynamics to promote a more unified and efficient workplace.

The roles associated with decision-making within organizations play a crucial part in shaping the frequency and characteristics of interpersonal conflicts. When individuals or leaders possess greater decision-making authority or when roles are not clearly defined, there is a tendency for interpersonal disputes to arise, impacting employee behavior and the results of the organization. According to Aziz et al. (2021), the higher the power or authority given to managers, the higher the probability of interpersonal conflict among employees. The authors also argue that how decision-making authority is distributed can either increase or reduce conflict, making it essential for organizations to carefully and adequately manage power balance. Disagreements among individuals, frequently arising from disputes over decisions, can diminish employee performance on tasks. This adverse impact is partly a consequence of heightened workplace deviance, which includes behaviors like rule violations and decreased collaboration (Kundi et al., 2023). Interpersonal conflict often disrupts teamwork, lowers morale, and impedes communication. This type of conflict diverts the organization's task-related goals into a toxic work environment (Irshad et al., 2023; Irwan, 2024). According to Abugre (2020), interpersonal conflict significantly moderates the relationship between managerial decision-making processes and organizational performance. He further stated that strategic decisions may fail to deliver positive results if interpersonal conflict is not managed correctly.

In any social environment, including businesses or schools, conflicts are unavoidable. Conflict at work results from differences in views, backgrounds, attitudes, personalities, or interests between employees. It comes from a varied workforce naturally (Liu et al., 2023). Conflicts can be expressed in the workplace in various ways, such as verbal abuse, project failure, a lack of teamwork, missed deadlines, poor job quality, hostility, and bullying. Organizations should not fear conflicts at work. Competent conflict management can result in beneficial transformations and learning opportunities for everyone engaged in workplace disputes, encouraging a collaborative atmosphere and enhancing creative solutions (Ningtyas, 2024).

In those mentioned above, managerial duties to address workplace disputes and operational issues emphasize decision-making tasks. Decision-making is expected of managers, and many of those decisions significantly impact performance. Managers must choose when to create and launch new initiatives, hire and fire personnel, develop new goods,

etc. These decisions must be made effectively and quickly enough, but thoroughly enough. Mintzberg (1997) states that decision-making is essential to any managerial action. He distinguishes four roles: representing the roles of entrepreneur, disturbance handler, resource allocator, and negotiator, based on various types of decisions.

The efficient operation of an organization's workflow and achieving business goals depend on agreement on who oversees a department's decisions. A company's decisions determine its course (Rajagopal et al., 2022). The effectiveness of its decision-making process leaps out when we look at any high-performing firm (Annosi et al., 2025). Moreover, the authors also state that these firms always make flawless decisions based on accurate information and are executed promptly.

In Asian countries, as well as in other parts of Europe, it portrays that a well-established decision-making process is unquestionably a vital competitive advantage, so it does not matter what kind of business and workplace it is or how big it is—if the management cannot make the appropriate judgments effectively, the company cannot succeed in the long run (Russo & Schoemaker, 2001). By minimizing internal inefficiencies and interpersonal conflicts, firms can remain flexible and react rapidly to swift market dynamics (Sadat et al., 2022).

In the Philippines, typical disagreements occur in how decision-making roles affect workplace interpersonal conflicts. On the other hand, common issues are that decision-making roles are not clearly defined and are not intentionally incorporated into the system. Organizations have been unable to remove all misunderstandings regarding decision-making rights and have not consciously tried to establish the necessary procedures and rules for facilitating decision-making. In the decision-making process, there should not be any overlap of duties, as this would lead to inefficiency and delay the response to business possibilities. Clarity in decision-making responsibilities will guarantee that the entire business works together and completes tasks quickly and effectively.

The responsibility for decision-making is ultimately on the managers. To avoid workplace interpersonal conflict, every organization must achieve a well-defined structure that determines who will manage the decisions about each department or function (Kundi et al., 2023). Though the process is tedious initially, the benefits of having clarity in decision-making far outweigh the cost and efforts of having interpersonal conflicts. Lack of clarity often leads to choices getting stuck and remaining unexecuted, impacting the overall organizational performance.

While several studies have explored workplace interpersonal conflict and its antecedents, including communication breakdowns, power struggles, and personality differences, there remains an underexplored aspect regarding how decision-making roles specifically shape or influence these conflicts, especially within localized organizational settings. Most existing studies are conducted in Western or large corporate environments, often overlooking how contextual dynamics, like organizational culture, hierarchy, or local leadership practices, affect conflict patterns in smaller urban centers like Mandaue City.

The study aims to ascertain the degree to which decision-making roles are perceived and workplace interpersonal conflict. It also looks into the relationship between the respondents' profiles, how they view the organization's decision-making roles, and interpersonal conflict at work. The study further highlights the important distinction between perceived decision-making responsibilities and workplace interpersonal conflict. Moreover, the researchers presented recommendations to boost efforts throughout the institution to create a productive and thriving workplace that significantly impacts the company's accomplishments and performance.

2. Methods

2.1. Design

The investigation used a descriptive-correlational approach to ascertain the relationship and differences in respondents' perceived decision-making roles and workplace interpersonal conflict. This approach is suitable since the study initially aimed to determine the extent of respondents' perceptions about decision-making roles in an organization and workplace interpersonal conflict. Additionally, the study aimed to analyze the data further by investigating whether the identified demographic profiles significantly impact the two variables.

2.2. Environment and Respondents

The study was conducted in one of the companies in Mandaue City, Cebu, Philippines, where the respondents are currently employed. This company belongs to an industry that focuses on providing goods and services to the market. Fifty (50) employees who serve as respondents and have various designated positions in a company. These respondents were selected randomly using an odd-even technique to minimize bias and ensure that everyone in the population had an equal chance of being selected.

2.3. Instrument and Data Analysis

The study utilized a self-made Survey Questionnaire. The survey revealed clear access and reaction from the respondents. The instrument is divided into three sections. The first part is the respondent's profile, followed by the extent of perceived managerial decision-making roles. Lastly, the third section contains the perception of interpersonal conflict at work. Frequency and simple percentage, weighted mean, Chi-Square Test of Independence, and T-test for independent samples were used to treat the collected information.

2.4. Ethical Considerations

The study strictly followed the guidelines outlined in the Declaration of Helsinki (World Medical Association, 2013). Also, the study will involve adults who voluntarily participate in a face-to-face survey. Before completing the questionnaires, respondents received an informed consent form detailing the study's purpose, procedures, risks and benefits, confidentiality measures, voluntary participation, and contact information. No financial incentives will be offered for participation. The authors declare no conflicts of interest.

3. Results and Discussion

3.1. Research Results

3.1.1. Demographic Characteristics of the Respondents

Table 1 presents the profile of the respondents arranged according to their age, gender, years of service, and position in the company. According to the findings, 63.64% of respondents were between 20 and 30. 33.30 percent of the population, who make up the majority, are females. Additionally, the respondents had an average employment of 1 to 5 years at the organization, and most worked as office staff. The information indicates that the respondents are of legal age, and the average age for those working is. Additionally, they are equally represented in terms of years and positions held within the organization. This also suggests that the business has engaged workers who invest their time in the organizational development process by actively responding to the survey. Moreover, this is a good indication of a good organizational climate inside the company.

Ding & Hong (2025) stress that organizational climate fosters employee commitment. Additionally, organizational climate creates a vital connection between the organization's executives and the organization itself. The perceptions or emotions that people have about the organization are measured by the organizational climate (Nabella et al., 2022). The organization's goal to develop its staff by offering them good working environments and conditions, while helping and supporting them achieve job satisfaction, reflects the organizational climate (Hu et al., 2022). All these factors increase staff commitment to the organization.

Table 1. Profile of the Respondents

Indicators	Frequency	Percentage
Age		
20-30	14	63.64
30-40	4	18.18
40-50	4	18.18
Gender		
Male	7	31.82
Female	15	68.18
Years in the Company		
1-5 years	12	54.55
6-10 years	4	18.18
11-15 years	2	9.09
16-20 years	2	9.09
21 years and above	2	9.09
Position in the Company		
Accounting Staff	5	22.73
Executive Director	1	4.55
Head Accountant	1	4.55
Office Staff	8	36.36
Operation In-Charge	1	4.55
Purchaser	1	4.55
Receptionist/Reservation	1	4.55
Sales and Marketing Executive	1	4.55
Senior Sales & Marketing Executive	1	4.55
Vice President	1	4.55
Sales and Marketing Supervisor	1	4.55

3.1.2. The Extent of Managers' Decision-Making Roles

Table 2 presents the data on the Extent of Managers' Decision-Making Roles as perceived by the Respondents in terms of entrepreneurial decision-making, disturbance handler, resource allocator, and negotiator decision-making roles. Regarding the entrepreneurial decision-making function, the indicator wherein Managers make choices that would improve the company's worth and reputation in the eyes of its clients, employees, and other stakeholders received the highest mean of 4.82 and was evaluated as *Strongly Agree.* On the other hand, the indicator that measures how managers in the organization "evaluate risk" while making decisions about important issues and concerns had the lowest mean of 4.41 but was still characterized as *Strongly Agree*. The research suggests that the respondents highly valued a manager's favorable characteristics in their respective departments. Additionally, it demonstrates that the company could place the right individual in the proper position, particularly at the managerial level. The fact that the manager is competent in dealing with his or her chosen sector of work, which affects not just the business but the economy as

a whole, is also highlighted by this. Managers make judgments about how to alter events within an organization in the same way as entrepreneurs do. They may need to start a change and participate actively in choosing exactly what has to be done because they are proactive (McGee & Terry, 2024).

This is further supported by Rajaseharan & Rakshana (2020), who state that an entrepreneur is one of the most accountable people in an organization. The goals of the company and the nation's economy are always impacted by every decision made by an entrepreneur (Kanaan-Jebna et al., 2022). The current environment calls on entrepreneurs to take responsibility for society, which raises people's living standards and indirectly improves the state of the economy. Consequently, decisions made for business are not merely "commercial decisions," but also judgments made on behalf of the nation (Roy et al., 2024).

As to the Disturbance Handler Decision-Making Role, the indicator which states that if a manager faces a situation in which employees cannot agree about who will do a particularly unpleasant but necessary task, the managers in the company usually settle the matter, got the highest mean of 4.64 and was interpreted as *Strongly Agree*. Contrariwise, the indicator that states that managers in the company have contingency plans in case of sudden changes in the operations or directives from top management got the lowest mean of 4.10 and was interpreted as *Agree*. The research suggests that the respondents understood a manager's efforts to address internal issues, particularly those brought on by employees. However, the respondents could discern that, in the event of a sudden change in the ongoing business operation, such a manager lacks a backup plan. The results imply that the manager's operational choice relies on top-level management.

Buckingham (2005) justified this by stating that managers should initiate actions and respond to problems or "disturbances." In this role, a manager often acts as a judge, problem solver, or conflict manager. The manager must also have the initiative to create contingency plans independently, relying on top-level management (Münch & Hartmann, 2023). This instance will give managers the necessary exposure to enhance their decision-making skills in answering disputes and operational responsibilities inside the firm (Wennman et al., 2022). There are also no undeniably right paths to take. Instead, managers frequently need to utilize their judgment and draw on their education, training, and experience when making judgments. Finally, managers must take actions that encourage the business to follow moral standards (Jiang & Lin, 2022; Pembi & Ali, 2024).

Table 2. The Extent of Managers' Decision-Making Roles as Perceived by the Respondents

Indicators	Mean	Interpretation
A. Entrepreneurial Decision-Making Role		
Managers make decisions that will enhance the company's value and reputation towards its customers, employees, and other stakeholders.	4.82	Strongly Agree
Managers in the company show ownership and accountability in their decision-making.	4.64	Strongly Agree
Managers in the company include the principle of "maximizing profit and reducing cost" in their decision-making.	4.59	Strongly Agree
The managers' decisions align with the vision, mission, and goals.	4.45	Strongly Agree
Managers in the company make "calculated risk" when deciding critical issues and concerns.	4.41	Strongly Agree
Aggregate Mean	4.58	Strongly Agree
B. Disturbance Handler Decision-Making Role		
Suppose a manager faces a situation in which employees cannot agree about who will do a particularly unpleasant but necessary task. In that case, the company's managers usually settle the matter.	4.64	Strongly Agree

Indicators	Mean	Interpretation
Managers in the company act accordingly and promptly, in resolving issues and concerns between their department and other department/s or among their subordinates.	4.45	Strongly Agree
Managers in the company ensure that minor issues do not escalate into major problems.	4.45	Strongly Agree
The managers in the company often act as judges, problem solvers, or conflict managers.	4.27	Strongly Agree
Managers in the company have contingency plans in place in case of sudden changes in operations or directives from top management.	4.10	Agree
Aggregate Mean	4.38	Strongly Agree
C. Resource Allocator Decision-Making Role		
Managers in the company follow appropriate budget and financial management when implementing different tasks or activities.	4.45	Strongly Agree
Managers in the company monitor the utilization of supplies and materials, ensuring sufficient inventory.	4.41	Strongly Agree
Managers in the company establish or follow standard operating procedures and methodologies to accomplish tasks or activities within operations.	4.36	Strongly Agree
Managers in the company ensure the proper distribution of the workforce and facilitate the requisition of new personnel as needed.	4.14	Agree
Managers in the company ensure that equipment and machinery are available and in good working order.	4.09	Agree
Aggregate Mean	4.29	Strongly Agree
D. Negotiator Decision-Making Role		
Managers in the company encourage harmonious professional relationships among the employees.	4.59	Strongly Agree
Managers in the company serve as the bridge between the top management and the employees. They help the employees channel their concerns to the top management.	4.41	Strongly Agree
Managers in the company establish connections with other external organizations to explore potential new business opportunities.	4.27	Strongly Agree
Managers in the company collaborate with internal and external stakeholders to accomplish tasks in their respective departments efficiently and effectively.	4.27	Strongly Agree
Managers in the company are responsible for knowing what resources they can or cannot commit to a particular negotiated solution.	4.18	Agree
Aggregate Mean	4.35	Strongly Agree

The indicator for the Resource Allocator Decision-Making Role with the highest mean of 4.45 and with the interpretation of *Strongly Agree* was that Managers in the organization implement various tasks or activities with an adequate budget or financial management. On the other hand, the indicator specifying that corporate managers ensure that equipment and machinery are available and functional received the lowest mean of 4.09 and was interpreted as *Agree*. It suggests that regarding financial elements, the respondents thought the management could appropriately allocate and apply the budget to the firm's activities. However, the manager's responsibility for assuring the organization's access to machinery and equipment was given less weight. According to the data, even while good financial execution in terms of operational activities was evident, the manager should also look at the technicalities regarding the equipment and machinery needed in the operation. According to Mintzberg (1997), most organizational analysis depends on one's ability to allocate resources effectively. The management must decide how to allocate resources such as money, people, time, equipment, and other factors rather than merely identifying where to allocate based on urgency (Abdali et al., 2025; Duma & Aringhieri, 2023).

The indicator that managers in the organization support pleasant professional relationships among the employees received the highest mean of 4.59. It was interpreted as

Strongly Agree regarding the negotiator's decision-making role. The indicator that managers in the organization are in charge of knowing what resources they can or cannot devote to a specific negotiated solution, on the other hand, had the lowest mean of 4.18 and was evaluated as *Agree*. The data suggests that the respondents thought the firm's management had good interpersonal skills. Less consideration is given, however, to knowing what resources they can or cannot devote to a specific negotiated solution. The data emphasizes how important it is for a manager to be the negotiator internally and externally.

According to Mintzberg (1989), a negotiator's managerial function entails participating in negotiations by dealing with either the internal parties or the external environment of a corporation. The negotiator's managerial position is significant because the manager can foster better relationships and act as a strong spokesperson for the business (Kopczewski et al., 2023).

3.1.3. Summarized Data on The Extent of Managers' Decision-Making Roles

The compiled information on the respondents' perceptions of managers' decision-making roles is shown in Table 3. The information showed that respondents in different departments positively perceived the four Mintzberg decisional responsibilities. Also clearly visible was that the entrepreneurial decision-making role had the highest mean, 4.58, which was evaluated as *Strongly Agree*. The negotiator's decision-making function, on the other hand, received the lowest mean of 4.35 and was also characterized as *Strongly Agree*. The data imply that managers strongly emphasize being entrepreneurs who take responsibility for society, which raises people's living standards and indirectly improves the state of the economy. Moreover, the decisions made for business are not merely "commercial decisions" but also judgments made on behalf of the nation (Rajaseharan & Rakshana, 2020; Roy et al., 2024).

Table 3. Summarized Data on the Extent of Managers' Decision-Making Roles

Variables	Mean	Interpretation
Entrepreneurial Decision-Making Role	4.58	Strongly Agree
Disturbance Handler Decision-Making Role	4.38	Strongly Agree
Resource Allocator Decision-Making Role	4.29	Strongly Agree
Negotiator Decision-Making Role	4.35	Strongly Agree
Overall Aggregate Mean	**4.40**	**Strongly Agree**

3.1.4. Workplace Interpersonal Conflict in the Organization

Table 4 presents the data on The Extent of Workplace Interpersonal Conflict in the Organization as perceived by the Respondents. The interdependence indicator, showing how much management relies on workers who do better and gives them more work, leading to burnout and demotivation, received the highest mean of 4.09 and was evaluated as *Agree*. However, the indicator that implies that workers are discouraged from making decisions on their own and instead rely too heavily on management received the lowest mean of 3.95 and was also read as *Agree*. The evidence suggests that conflict is unavoidable in the workplace when tasks are improperly distributed, leading to employee burnout and demotivation. This highlights the fact that employees do purposefully face confrontations with upper management. Interdependence should not be viewed negatively, as the proper management might benefit from it. Crampton (2018), who claims that Interdependence is one of six universal collaborative principles, further supports this by stating that it arises and evolves from a sense of community and the spirit of team support. Synergy is created, increasing teamwork above and beyond the sum of the team members' skills (Georgopoulou, 2024). High

levels of information exchange among team members and dedication to one another's success are traits of a highly interdependent team (Zhang et al., 2023).

Table 4. The Extent of Workplace Interpersonal Conflict in the Organization as Perceived by the Respondents

Indicators	Mean	Interpretation
A. Interdependence		
Management relies too heavily on employees who perform well, giving them excessive workloads, which leads to burnout and demotivation.	4.09	Agree
Delays in the outputs of other departments cause delays in delivering the desired outputs in my department.	4.00	Agree
The flow of tasks and communication is too bureaucratic or complex, resulting in confusion and frustration among employees.	4.00	Agree
Specific tasks in the company depend on a single person's approval, which causes delays and low productivity.	3.95	Agree
Employees often rely too heavily on managers for decision-making and are not encouraged to make decisions at their level.	3.95	Agree
Aggregate Mean	**4.00**	**Agree**
B. Disagreement		
Implementing tasks, activities, or programs inconsistent with the company's policies and procedures is not advisable.	3.59	Agree
The duties and responsibilities outlined in the job description did not align with the actual tasks.	3.18	Neither Agree nor Disagree
There is uneven access to resources among different departments within the organization, which may result in failing to achieve the desired outputs.	3.10	Neither Agree nor Disagree
The goals of the employees or the department as a whole are misaligned with the company's overall vision, mission, and objectives.	2.82	Neither Agree nor Disagree
The management does not allow employees to voice their concerns or suggest organizational improvements.	2.82	Neither Agree nor Disagree
Aggregate Mean	**3.10**	**Neither Agree nor Disagree**
C. Interference		
The company's planning is flexible and designed to meet sudden demands from external stakeholders, including the government, suppliers, competitors, and customers.	4.00	Agree
A Crisis Committee has been established in the company, along with its plans and resources to respond to unforeseen circumstances.	3.59	Agree
Some employees go beyond the scope of their functions, duties, and responsibilities and meddle in the affairs of others.	3.18	Neither Agree nor Disagree
Some managers interfere with the decisions of other managers even if the nature of the issue or challenge being resolved is not related to his or her functions.	2.73	Neither Agree nor Disagree
The management frequently changes directions, priorities, and instructions, disrupting the production of products or the delivery of services.	2.68	Neither Agree nor Disagree
Aggregate Mean	**3.24**	**Neither Agree nor Disagree**
D. Negative Emotion		
Conflicts are resolved immediately so as not to develop into a more profound negative emotion among the employees.	3.95	Agree
The organization promotes harmonious working relationships and a happy workplace.	3.91	Agree

Indicators	Mean	Interpretation
The company provides support to employees who are experiencing negative emotions and feelings.	3.82	Agree
The company offers various activities and programs to minimize negative emotions in the workplace.	3.73	Agree
Managers or some officials in the company are trained to handle difficult situations, like an employee expressing his or her anger or negative emotions.	3.32	Neither Agree nor Disagree
Aggregate Mean	**3.75**	**Agree**

As to Disagreement, the indicator in which the implementation of tasks, activities, or programs is not consistent with the company's policies and procedures got the highest mean of 3.59 and interpreted as *Agree*. The indicator in which the management does not provide an avenue for employees to voice their concerns or suggest organizational improvements got the lowest mean of 2.82. They were interpreted as *Neither Agree nor Disagree*. This implies that the respondents could identify specific conflicts, not just interpersonal ones, but also organizational ones. Moreover, having no avenue for employees to voice out their concerns or suggest improvements in the organization is a thing that needs to be considered in order to promote synergy and collaboration in attaining organizational goals and objectives. Additionally, Gallo (2018) assert that conflict is a natural, healthy, and inevitable aspect of interpersonal relationships. No workplace is conflict-free (Koreneva et al., 2024; Parvaresh-Masoud et al., 2021). When handled correctly, disagreements can lead to beneficial results, including better work products, chances to learn and grow, stronger relationships, and a more welcoming work environment (Bhakuni et al., 2024).

As for interference, the indicator in which the company's planning is flexible and designed to meet sudden demands from external stakeholders like the government, suppliers, competitors, and customers got the highest mean of 3.59 and was interpreted as agreement. Contrariwise, the indicator in which the management frequently changes directions, priorities, and instructions, disrupting the production of products or delivery of services, got the lowest mean of 2.68 and was interpreted as *Neither Agree nor Disagree*. The data imply that although there is evidence of flexibility to meet the sudden demands from the external stakeholders, it is still insufficient according to the respondents' responses. Moreover, the ability to be flexible in planning is an essential characteristic in the current fast-changing market, as it allows the organization to modify strategies, redistribute resources, and tailor operations to meet the evolving needs of stakeholders (Anning-Dorson, 2021; Kafetzopoulos & Katou, 2024). However, uncoordinated or poorly communicated changes can negatively affect an organization's workflow (Qureshi et al., 2021).

As to Negative Emotion, the indicator wherein conflicts are resolved immediately so as not to develop into a more profound negative emotion of the employees got the highest mean of 3.95 and is interpreted as *Agree*. On the other hand, the indicator in which Managers or some officials in the company are trained to handle difficult situations, like an employee expressing anger or negative emotions, got the lowest mean of 3.32 and was interpreted as *Neither Agree nor Disagree*. Prompt conflict resolution is crucial in maintaining a healthy work environment and preventing emotional stress that could impact employee performance and team dynamics. Additionally, according to Bhakuni et al. (2024), training managers in conflict resolution and emotional intelligence is crucial for identifying and addressing issues before they escalate, and promoting a culture of respect and inclusivity helps to lessen conflicts and can enhance the relationship among employees. Moreover, prompt conflict resolution initiatives are important in maintaining a healthy working environment, as they can help

prevent stress and foster improved employee performance and team dynamics (Irwan, 2024; Ismail, 2025).

3.1.5. Summarized Data of Workplace Interpersonal Conflict in the Organization

Table 5. Summary Data on the Extent of Workplace Interpersonal Conflict in the Organization

Variables	Mean	Interpretation
A. Interdependence	4.00	Agree
B. Disagreement	3.10	Neither Agree nor Disagree
C. Interference	3.24	Neither Agree nor Disagree
D. Negative Emotion	3.75	Agree
Overall Aggregate Mean	**3.52**	**Agree**

Table 5 presents the summarized data on the extent of workplace interpersonal conflict in the organization as perceived by the respondents in terms of interdependence, disagreement, interference, and negative emotions. The findings showed that Interdependence had the highest mean of 4.00 for perceived workplace interpersonal conflict among employees in the organization, which indicates a strong agreement among respondents that interdependence is a significant factor influencing interpersonal conflict in the workplace. The lowest mean, 3.10, is considered to be disagreement. This implies that while disagreements do occur in the workplace, they are either not as frequent or not perceived to be as significant a source of conflict as interdependence. According to the research, interdependence should at the very least be adequately addressed to prevent disputes. Organizations are sometimes called a person's first home because this is where they spend most of their time (Barrero et al., 2023). To accomplish the company's objectives, workers must cooperate and treat one another like members of a large family. Conflicts must be avoided at work to ensure that employees offer their best effort and achieve the highest level of productivity (Irwan, 2024; Muthumani & Kumar, 2023; Paresashvili et al., 2021).

3.1.6. Relationship between the Profile and Perception of Managers' Decision-Making Roles

Table 6 presents the Significant Relationship between the Profile of the Respondents and Their Perception of Managers' Decision-Making Roles. The data revealed no significant relationship between the respondents' profiles and how they perceived managers' entrepreneurial, disturbance handler, resource allocator, and negotiator decision-making roles. It implies that a person's profile inside an organization has little to do with how they perceive their manager's decision-making functions. Additionally, managers' decisions are made solely in line with organizational norms, rules, and regulations rather than considering the employees' characteristics.

The following are the studies that corroborate the findings above. The manager's decision is based on the organization's rules and regulations; this is done to prevent favoritism, discrimination, or biases (Kılınç, 2024). Applying the same rules to everyone promotes a sense of fairness and equality. It also protects the organization from legal risks, as decisions can be justified by referring to documented policies rather than subjective reasoning (Apolo-Vivanco et al., 2021; Liping & Rongkuan, 2022). Additionally, greater transparency in decision-making can reduce employee favoritism, improving trust and greater satisfaction and creating an overall better work environment (Pearce & Wang, 2024).

Table 6. Significant Relationship between the Profile of the Respondents and Their Perception of Managers' Decision-Making Roles

Variables	Computed Chi-Square	df	Critical Value	Significance	Result
A. Age					
Entrepreneurial Decision-Making Role	14.232[a]	12	21.026	Not Significant	Ho Accepted
Disturbance Handler Decision-Making Role	13.964[a]	16	26.296	Not Significant	Ho Accepted
Resource Allocator Decision-Making Role	6.643[a]	12	21.026	Not Significant	Ho Accepted
Negotiator Decision-Making Role	17.102[a]	18	28.869	Not Significant	Ho Accepted
B. Gender					
Entrepreneurial Decision-Making Role	9.730[a]	7	14.067	Not Significant	Ho Accepted
Disturbance Handler Decision-Making Role	9.403[a]	9	16.919	Not Significant	Ho Accepted
Resource Allocator Decision-Making Role	6.463[a]	7	14.067	Not Significant	Ho Accepted
Negotiator Decision-Making Role	7.875[a]	9	16.919	Not Significant	Ho Accepted
C. Years in the Company					
Entrepreneurial Decision-Making Role	31.627[a]	24	36.415	Not Significant	Ho Accepted
Disturbance Handler Decision-Making Role	44.000[a]	32	46.194	Not Significant	Ho Accepted
Resource Allocator Decision-Making Role	37.556[a]	28	41.337	Not Significant	Ho Accepted
Negotiator Decision-Making Role	45.167[a]	36	50.998	Not Significant	Ho Accepted
D. Position in the Company					
Entrepreneurial Decision-Making Role	52.133[a]	60	79.082	Not Significant	Ho Accepted
Disturbance Handler Decision-Making Role	85.189[a]	80	101.879	Not Significant	Ho Accepted
Resource Allocator Decision-Making Role	77.142[a]	70	90.531	Not Significant	Ho Accepted
Negotiator Decision-Making Role	105.400[a]	90	113.145	Not Significant	Ho Accepted

3.1.7. Relationship between the Profile of the Respondents and Perception of Workplace Interpersonal Conflict in the Organization

Table 7 presents the Significant Relationship between the Profile of the Respondents and Their Perception of Workplace Interpersonal Conflict in the Organization. The data revealed a positive correlation (p-value < 0.05) between the respondents' years in the company and the workplace interpersonal conflict regarding negative emotions. At the same time, there is no significant relationship as to age, gender, position in the company, and the perceived workplace interpersonal conflict.

Although disagreements in the workplace generally cannot be avoided, it was clear from this study that service length in the organization impacts interpersonal conflict regarding negative emotions. This strongly suggests that employees become more emotionally and interpersonally sensitive the longer they work for the organization. An employee with more tenure in the firm may feel superior to others who are newer to the company or have fewer years of service, which frequently leads to conflict based on superiority. The data also suggests

that there is not enough help for workers within the organization who are dealing with unpleasant events, feelings, or emotions.

Long-term employees often form a deep emotional bond with the organization (Fitriani et al., 2023). Furthermore, it might create a perception of entitlement or assumptions about how one ought to be treated, resulting in conflict if those assumptions are not fulfilled (Webster et al., 2022). Over time, these employees can accumulate lingering stress or unresolved conflicts (Handayani et al., 2023). Without effective coping strategies or support systems, this emotional baggage can heighten their sensitivity to small slights or misunderstandings (Wamea & Nompo, 2024). Age differences, work values, and communication approaches between older and newer staff can intensify interpersonal challenges unless actively addressed through inclusive leadership practices (Singh & Ranjana Sharma, 2022). Moreover, new employees who face hostility or a lack of support may become disengaged or leave, impacting talent retention and succession planning (Iqbal et al., 2024; Taghikilanidamavandi, 2024).

Table 7. Significant Relationship between the Profile of the Respondents and Their Perception of Workplace Interpersonal Conflict in the Organization

Variables	Computed Chi-Square	df	Critical Value	Significance	Result
A. Age					
Interdependence	21.131[a]	18	28.869	Not Significant	Ho Accepted
Disagreement	19.071[a]	16	26.296	Not Significant	Ho Accepted
Interference	11.518[a]	16	26.296	Not Significant	Ho Accepted
Negative Emotion	18.571[a]	12	21.026	Not Significant	Ho Accepted
B. Gender					
Interdependence	7.117[a]	9	16.919	Not Significant	Ho Accepted
Disagreement	4.095[a]	8	15.507	Not Significant	Ho Accepted
Interference	3.033[a]	7	14.067	Not Significant	Ho Accepted
Negative Emotion	5.810[a]	6	12.592	Not Significant	Ho Accepted
C. Years in the Company					
Interdependence	34.167[a]	36	50.998	Not Significant	Ho Accepted
Disagreement	29.056[a]	28	41.337	Not Significant	Ho Accepted
Interference	19.352[a]	32	46.194	Not Significant	Ho Accepted
Negative Emotion	51.222[a]	28	41.337	Significant	Ho Rejected
D. Position in the Company					
Interdependence	109.556[a]	90	113.145	Not Significant	Ho Accepted
Disagreement	65.620[a]	60	79.082	Not Significant	Ho Accepted
Interference	85.971[a]	70	90.531	Not Significant	Ho Accepted
Negative Emotion	75.820[a]	60	79.082	Not Significant	Ho Accepted

3.1.8. Difference between the Perceived Manager's Decision-Making Roles and Workplace Interpersonal Conflict in the Organization

Table 8 presents the Significant Difference between the Perceived Decision-Making Roles and Workplace Interpersonal Conflict in the Organization. The data revealed a significant positive difference in the perception among employees of the managers' decision-making roles and the workplace interpersonal conflict. It implies that employees view decisions and workplace conflict differently. Employees value managers' decision-making roles, but their responses are more evident towards highlighting interpersonal conflicts. Moreover, employees viewed managers' decision-making as objective, while interpersonal conflict among colleagues is subjective. However, according to Purwanto et al. (2023),

learning how to resolve it through managers' decision-making roles can help you improve your communication skills and become more productive.

Table 8. Significant Difference between the Perceived Manager Decision-Making Roles and Workplace Interpersonal Conflict in the Organization

Indicators	df	t-Statistics	t-Critical	p-Value	Decision on Ho	Interpretation
Decision-Making Roles vs Workplace Interpersonal Conflict	42	6.243	2.018	0.000	Ho Rejected	Significant

Generally, organizational conflicts are inevitable, but somehow, managers in the firms must adopt better policies to mitigate and resolve workplace interpersonal conflicts (Koreneva et al., 2024). According to Wicaksana et al. (2023), clear communication and strong relationships are essential in addressing team conflicts. Further, effective communication methods like active listening, giving constructive feedback, and employing conflict resolution strategies can improve productivity and cooperation in the workplace (Ilavarasi, 2024).

3.2. Discussion

Research findings indicate that the managerial role in decision-making, particularly in the entrepreneurial dimension is perceived very positively by respondents. This indicates that managers are considered capable of effectively carrying out their strategic responsibilities, including enhancing company reputation, maximizing profits, and aligning decisions with organizational vision and mission. This perception aligns with Mintzberg's (1973) framework, which emphasizes the importance of managers' role in strategic decision-making as the foundation for organizational success in facing complex business environment dynamics.

However, although perceptions of managerial decision-making tend to be strong and positive, research results also show that perceptions of interpersonal conflict in the workplace remain at a level that indicates particular concern. The interdependence dimension has the highest score, meaning that interdependent work structures actually become potential triggers for conflict, especially if not accompanied by good communication and coordination management. This aligns with findings by Zhang et al. (2023) who stated that team interdependence can increase collaborative efficiency but also becomes a source of tension if not balanced properly. Additionally, the negative emotion dimension also received quite high scores, showing that emotional conflict due to work pressure and lack of psychological support becomes part of organizational dynamics that need attention.

Statistical test results show no significant relationship between respondent demographic characteristics such as age, gender, length of employment, and position with perceptions of managerial decision-making roles. This finding implies that employee perceptions of managerial decision-making tend to be based on organizational function and professionalism, not personal factors. This supports Kılınç's (2024) view that consistent application of organizational rules and policies can prevent the emergence of perception bias between individuals and create trust in fair and transparent leadership.

On the other hand, a significant relationship was found between length of employment and perceptions of interpersonal conflict related to negative emotions. This finding shows that employees who have worked longer in the organization tend to be more sensitive to emotional conflict, which can be caused by accumulation of work experience, unmet expectations, or tendency to feel they have a greater role in the organization (Webster et al., 2022; Handayani et al., 2023). In this context, the presence of senior employees can be a strength or obstacle,

depending on how the organization builds cross-generational communication systems and inclusive conflict management strategies.

The significant difference between perceptions of decision-making roles and interpersonal conflict indicates a mismatch between managerial competence and relational climate in the organization. In other words, although managers are perceived as reliable decision-makers, this has not fully contributed to suppressing or managing emerging interpersonal conflicts. As stated by Gallo et al. (2018), conflict is not only a structural issue but also a social-emotional phenomenon that requires sensitivity, empathetic communication, and resolution strategies based on interpersonal relationships. Therefore, managerial effectiveness is not sufficient if only oriented toward decision outcomes; managers also need to play roles as mediators and builders of healthy working relationships.

Based on research results, there are several strategic implications that can serve as guidelines for organizations in improving managerial effectiveness and work relationship quality. Although perceptions of decision-making responsibility by managers have shown positive tendencies, strengthening leadership competence is still needed. Holistic leadership training needs to be developed, covering not only strategic decision-making aspects but also interpersonal skills such as conflict resolution, empathy, and emotional intelligence. Mastery of these competencies will enable managers not only to act rationally in making decisions but also to understand and respond to relational dynamics occurring in the work environment. Additionally, work structures that rely too heavily on certain individuals need to be reviewed, considering that poorly managed interdependence can cause role conflicts and work fatigue. Therefore, implementing mechanisms such as job rotation, proportional task distribution, and strengthening inter-unit communication systems becomes important to prevent operational dysfunction and foster healthy cooperation.

Attention to psychological well-being of employees with long tenure also needs to be part of human resource management strategy. Organizations need to provide dialogue forums, counseling services, and mentoring programs aimed at directing long-term work experience toward constructive contributions through roles as mentors or knowledge transfer agents, and preventing the emergence of superiority behaviors that can disrupt work climate. In order to create harmonious working relationships, organizations also need to build open and participatory communication culture. When employees are not given space to express aspirations, criticism, or improvement suggestions, the potential for interpersonal conflict will increase. Therefore, formal communication forums such as regular discussions, internal surveys, and collective meetings that bridge interactions between management and employees on an ongoing basis are needed.

Findings showing that interpersonal conflict does not necessarily decrease even though managerial decision-making quality is at a high level indicate the importance of an integrative managerial approach. Effective decision-making must be accompanied by attention to the quality of inter-individual relationships within the organization. Both aspects are important foundations in building a healthy, productive, and sustainability-oriented work environment.

4. Conclusion

This research found a significant relationship between respondents' length of employment and perceptions of interpersonal conflict in the workplace, particularly related to negative emotions. Employees with longer tenure tend to have higher levels of sensitivity to emotional conflict. Additionally, there is a significant difference between perceptions of managerial decision-making roles and interpersonal conflict in the workplace. Decision-

making by managers is viewed as an objective process oriented toward organizational policy, while interpersonal conflict is considered more subjective and influenced by emotional factors. This finding confirms that organizational dynamics depend not only on structural management effectiveness but also on how inter-individual relationships are formed and managed in the work environment.

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