

The Influence of Communication Style, Emotional Intelligence, and Organizational Culture on Conflict Management

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Abstract

Purpose: This study explores the influence of communication style, emotional intelligence, and organizational culture on workplace conflict management, aiming to understand how these variables collectively foster a productive and harmonious environment.

Methodology/approach: This research using a literature review method, ten peer-reviewed journal articles from the last five years were analyzed, sourced from databases such as Emerald Insight, ScienceDirect, ProQuest, and Taylor & Francis. The review includes empirical studies across diverse organizational contexts—construction, multinational corporations, and public institutions—employing both qualitative and quantitative approaches.

Results/findings: The findings indicate that communication style significantly shapes how conflicts arise and are addressed. Emotional intelligence enables individuals to manage disputes with empathy and adaptability. Organizational culture serves as a moderator, with inclusive and collaborative cultures promoting more constructive conflict resolution.

Conclusions: The study concludes that effective conflict management emerges from the synergy of communication style, emotional intelligence, and organizational culture. Organizations that cultivate these aspects tend to enhance resilience, cooperation, and innovation.

Limitations: The study relies on secondary data, with limited coverage of all industrial sectors, and findings may be more relevant to certain cultural or organizational contexts.

Contribution: This research enriches organizational behavior, human resource management, and intercultural communication studies by integrating emotional, communicative, and cultural perspectives on conflict management. Insights from this review can inform managers, HR practitioners, and academics in developing organizational interventions and leadership training programs aimed at fostering constructive conflict resolution.

Keywords: *Communication Style, Emotional Intelligence, Conflict Management, Organizational Culture, Workplace Behavior.*

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1. Introduction

Demographic changes in the global workforce over the past two decades have created an increasingly complex and multigenerational organizational landscape. Today, many organizations have a combination of four main generations: Baby Boomers, Generation X, Millennials, and Generation Z (Hidayat & Ramdani, 2025). Each generation brings different values, work preferences, professional

ethics, and communication styles, reflecting the social and technological contexts in which they were raised (Andrea et al., 2016; Becton et al., 2014). For example, Baby Boomers tend to value hierarchy, formality, and direct communication, whereas Generation Z prefers flexibility, technology-based communication, and values equality (Hampton & Keys, 2016). When these generations work together in one organization without a communication and conflict management approach tailored to their needs, the potential for misunderstandings, interpersonal frustration, and even structural conflicts is high (Gursoy et al., 2013). Therefore, research exploring how organizations can bridge generational gaps through communication, emotional intelligence, and organizational culture is highly relevant and urgent..

Communication Styles are a fundamental component of every organizational interaction, especially in the context of multigenerational workforces. Differences in communication medium preferences, such as the use of email, instant messaging, and video conferences, often reflect differences in expectations and norms for interaction across generations. For example, Baby Boomers and Generation X may prefer face-to-face meetings or formal emails, whereas Millennials and Generation Z are more comfortable with quick, informal communication based on digital applications (Deal et al., 2010). This disparity is not just a technical obstacle; it also concerns the perceptions of politeness, clarity, and effectiveness in communication. Hidayat and Ramdani (2025) note that cross-generational communication challenges, such as perceptual conflicts, different jargon, and nonverbal language interpretation, are the main causes of miscommunication in the workplace. Communication styles that are out of sync can worsen team dynamics and lead to conflicts that undermine team performances. However, inclusive communication approaches, such as cross-generational training, reverse mentoring, and the establishment of team communication norms, have been shown to help reduce tensions and improve team cohesion in multigenerational settings.

In this context, Emotional Intelligence (EI) plays a crucial role in helping individuals navigate generational differences in daily interactions. EI allows individuals to recognize their own emotions, understand the emotions of others, and adjust their behavior to achieve more effective communication outcomes. In a multigenerational work environment, this ability becomes even more important, as differences in values, expectations, and conflict responses vary greatly across generations (Jordan & Troth, 2011). Sitohang and Akmal (2024) found that individuals with high emotional intelligence are better at resolving conflicts constructively without damaging interpersonal relationships (Cahyono, 2024). These individuals tend to use collaborative and compromise-based conflict resolution styles as opposed to avoiding or imposing their will. This is important because, in a multigenerational context, confrontations that are insensitive to age differences or values can create psychological wounds that are difficult to heal and lead to decreased overall productivity. Therefore, developing EI through leadership training and conflict management has become a strategic necessity for managing modern human resources..

At the same time, **Organizational Culture** also plays a fundamental role in determining how conflicts are perceived and handled in a multigenerational organization. Organizational culture reflects the shared values, norms, and practices that shape employees' behavior in the workplace. A culture that supports open communication, values diversity, and encourages cross-age participation is likely to be more effective in creating a harmonious and inclusive work environment. Fauzi and Purbasari (2024) show that organizations with a collaborative and dialogical culture are less likely to experience destructive conflicts, even when they are made up of multigenerational members. Conversely, organizations that maintain hierarchical, exclusive, and unresponsive cultures increase the risk of latent conflicts that lead to stagnation in innovation and a decline in the loyalty of young employees (Denison et al., 2014). A healthy work culture encourages employees from different age groups to feel accepted and empowered, thereby creating a sense of belonging, which is a crucial foundation for multigenerational teamwork.

The interaction between communication styles, emotional intelligence, and organizational culture creates a social ecosystem within organizations that significantly impacts conflict management. These three variables complement each other and cannot be separated when designing organizational strategies that can accommodate generational diversity. Communication styles determine how messages

and emotions are conveyed, emotional intelligence determines how those messages and emotions are processed, and organizational culture sets the norms that guide how differences are addressed. In this context, it is essential for organizations to understand that conflict is not inherently negative but rather a symptom of unresolved differences that have not been addressed with the right approach. Properly managed conflict can be a source of innovation, reflection, and continuous improvement of work systems.

The novelty of this research lies in the explicit integration of three variables—communication style, emotional intelligence, and organizational culture—in a multigenerational context, which has rarely been comprehensively studied. Additionally, this research focuses on the practices and theories in various types of organizations (SMEs, public sector, and community-based sectors) and considers the role of technology as a moderator of multigenerational cohesion—an innovative conceptual gap that has not been addressed in previous studies.

Although some previous studies have addressed the relationship between these three variables, a significant research gap remains. Most studies have focused on large or multinational organizations, while research on SMEs, public sector organizations, and community-based organizations is limited. Furthermore, few studies have explored how digital communication technology can either strengthen or weaken cross-generational cohesion in conflict management contexts. This gap highlights the need for more diverse research in terms of context and consideration of technological dynamics so that the results are more representative and applicable to various types of organizations.

Therefore, this study aims to conduct a systematic review of the existing literature on the impact of communication styles, emotional intelligence, and organizational culture on conflict management in multigenerational workplaces. By examining recent research findings from various organizational contexts, this study seeks to identify the relationship patterns between these three variables, understand their practical implications, and formulate strategic recommendations for organizations looking to create an inclusive and adaptive work environment in response to demographic changes. This study also aims to highlight the research gaps that still exist, such as the lack of exploration in SMEs, public sector organizations, and the role of technology in strengthening or weakening C-GC. The findings of this study are expected to contribute valuable theoretical and practical insights for human resource management practitioners, organizational leaders, and academics interested in conflict management and cross-generational work dynamics.

2. Literature Review

Conflict management has become a major focus of organizational behavior studies, especially in the context of modern, multigenerational, and multicultural workplaces. In dealing with the complexities of interactions among individuals from different age, cultural, and value backgrounds, organizations need to understand that conflict is inevitable but can be managed. In this framework, three key variables emerge as critical success factors in conflict management: communication styles, emotional intelligence, and organizational culture. These three factors are not only independent but also interact with each other to create a productive work relationship dynamic.

Communication style is the foundation of interpersonal interaction in the workplace. Communication is not only an exchange of information but also a means of creating meaning and social influence. Open, empathetic, and assertive communication styles tend to foster relationships of mutual respect, reduce misunderstandings, and increase conflict resolution effectiveness. According to Oyesanya (2024), in a multicultural work environment, moderate and inclusive communication styles are preferred because they can dampen potential conflicts arising from differences in how opinions are expressed or interpreted. Such communication styles reflect sensitivity to diversity and promote the creation of safe dialogue spaces.

Lawani et al. (2024) showed in the construction sector that the alignment between an individual's communication style and the organizational culture's values plays a crucial role in preventing conflict. For example, a direct, confrontational communication style is more acceptable in an organizational

culture that values openness but may generate resistance in a more hierarchical culture that prioritizes harmony. Therefore, understanding the context of organizational culture is key to choosing an appropriate communication style. An organizational culture that is responsive to digitalization plays an essential role in ensuring smooth conflict management, especially in educational and governmental organizations facing structural changes. Akbar et al. (2025) emphasized that digitalization, when aligned with organizational cultural changes, can strengthen the role of human resources in addressing the complexities of conflict in multigenerational workplaces.

Emotional intelligence (EI) has been recognized as a critical competency in managing interpersonal conflict. EI involves the ability to recognize and understand one's own and others' emotions and to manage emotional reactions to achieve common goals. In a systematic study, Winardi et al. (2022) found that EI played a role in selecting conflict management styles. Individuals with high EI are more likely to choose collaborative and compromise-based approaches than dominant or avoidance styles because they are better able to manage stress and understand the perspectives of others. Factors such as the work environment, compensation, leadership, and workload are also closely related to job satisfaction, which ultimately influences the potential for conflict among employees. Nugroho et al. (2025) demonstrated that work motivation can act as an intervening variable that mitigates the negative impact of conflict on job satisfaction.

Chen et al. (2019) conducted a study with managers in China that further supports these findings. The study found that competence in effectively managing emotions enables individuals to choose more flexible conflict resolution strategies depending on who they are interacting with—subordinates, peers or superiors. This implies that EI is closely related to social and political intelligence within organizations. High EI not only enhances an individual's ability to resolve conflicts peacefully but also strengthens leadership and collaborative decision-making skills.

In addition to individual and interpersonal aspects, organizational culture influences conflict perceptions and resolution methods. Organizational culture is a system of shared values, norms, and symbols that govern behavior and interactions within an organization. Organizations with an open, participatory culture and those that are adaptive to differences tend to be more successful in creating a harmonious work environment. Caputo et al. (2018) state that in multinational organizations, cultural intelligence (CQ) acts as a mediator between individual cultures and the conflict management styles chosen. CQ enables individuals to understand the cultural nuances of their colleagues and adjust their behavior to be more acceptable.

Furthermore, Gonçalves et al. (2016) emphasized the importance of adaptive organizational communication in the context of cultural differences. Communication that is not sensitive to differences in values and cultural expressions can worsen conflicts and create an uncomfortable work atmosphere. Therefore, building an organizational culture that accommodates diversity and encourages openness is an important strategy for preventing destructive conflicts. The competitive quality of human resource management (HRM) programs also plays a strategic role in determining an organization's readiness to handle generational differences. Sri Nugroho et al. (2025) mapped that the competitive position of an HR program correlates with the effectiveness of the organization in managing diversity and internal conflicts.

Another important contribution comes from Gunkel et al. (2016), who conducted a cross-cultural study and found significant differences in conflict management styles between countries, influenced by cultural value differences and EI levels. For example, in collectivist cultures, conflict strategies such as avoidance or compromise are more common, whereas in individualistic cultures, confrontational strategies tend to be preferred. This shows that conflict management is not universal but is highly contextual and influenced by cultural and socioemotional dimensions.

Zhang et al. (2015) also showed that good conflict management not only benefits relationships among employees but also impacts team performance and innovation. In emotionally and communicatively healthy work environments, new ideas are more likely to emerge because there is no fear of rejection

or of confrontation. In this context, conflict management is a strategic factor in supporting an organization's culture of innovation. In contrast, Alhassan et al. (2014) revealed that poor organizational communication and a closed work culture can exacerbate internal conflicts, especially in complex projects such as industrial turnarounds. Without transparent communication mechanisms and an organizational structure that supports open feedback, conflicts can escalate into team dysfunctions that hinder the achievement of organizational goals.

Based on the literature reviewed, it can be concluded that communication style, emotional intelligence, and organizational culture are the three main pillars supporting effective conflict management in the workplace. These three aspects work synergistically, forming the foundation for creating healthy, collaborative, and productive work relationships. In an increasingly dynamic and complex work environment, organizations are required not only to rely on formal structures for conflict management but also to build human and cultural capacities that can respond to these dynamics adaptively and constructively.

3. Research Methodology

This study uses a systematic literature review approach to examine the influence of communication styles, emotional intelligence, and organizational culture on conflict management in multigenerational workplaces. This method was chosen because it provides a comprehensive and integrative overview of various empirical findings while building a relevant conceptual framework for cross-generational conflict management. The review process followed the PRISMA guidelines to ensure transparency and accuracy and minimize selection bias.

The article search was conducted through reputable databases such as Scopus, SpringerLink, Taylor & Francis, PubMed, Emerald Insight, and Google Scholar for sources that met academic standards. A combination of keywords in English (communication style, emotional intelligence, organizational culture, conflict management, multigenerational workforce) and relevant Indonesian keywords was used. The inclusion criteria were as follows: (1) publications from the period 2010–2024, with priority given to the last five years to maintain relevance; (2) explicit discussions of the relationships between the research variables in a cross-generational context; and (3) articles in English or Indonesian published in indexed or reputable journals. Non-peer-reviewed articles, opinion pieces, and blogs were excluded.

The article selection process was conducted in two stages: title-abstract screening and full reading to ensure that the focus was aligned. The analysis was conducted qualitatively by identifying key themes, comparing the findings, and mapping the similarities, differences, and research gaps. A thematic analysis table was constructed to summarize the methods, findings, and implications of each article, which then became the basis for the synthesis and discussion.

The selection of articles based on these criteria aimed to ensure that the literature reviewed was not only conceptually relevant but also of high methodological quality, timely in context, and provided substantial contributions to the understanding of multigenerational conflict management. Thus, the results of this review are expected to provide a solid theoretical and practical foundation for future research and for developing organizational strategies.

4. Results and Discussion

This study aims to examine the influence of communication style, emotional intelligence (EI), and organizational culture on conflict management in a multigenerational workplace. A literature review of journal articles published between 2010 and 2024 was conducted.

Table 1. Literature Review of Studies on the Influence of Communication Style, Emotional Intelligence, and Organizational Culture on Conflict Management

No	Author & Year	Research Focus	Methodology	Key Findings
1	Oyesanya (2024)	Communication style & cultural values on conflict management	Quantitative survey	Diplomatic communication style reduces conflicts in multicultural work environments
2	Lawani et al. (2024)	EI & conflict styles in the construction sector	Qualitative study	Emotional intelligence enhances flexibility in managing conflicts
3	Winardi et al. (2022)	Systematic review of EI and conflict management	Literatur review	EI is crucial in collaborative conflict resolution strategies.
4	Chen et al. (2019)	Influence of EI on vertical conflicts	Manager survey	EI mediates the choice of conflict management strategy based on work relationships
5	Caputo et al. (2018)	Role of cultural intelligence	Quantitative study	Cultural intelligence strengthens the relationship between cultural orientation and conflict style
6	Gonçalves et al. (2015)	CQ & communication style in global organizations	Multinational survey	Cultural differences shape communication expectations and conflict styles
7	Gunkel et al. (2016)	Cultural values & EI in conflict resolution	Cross-country study	Cultural variation influences conflict style preferences.
8	Zhang et al. (2015)	EI, conflict style, and work innovation	Empirical survey	EI and CMS positively impact innovative performance
9	Alhassan & Zulkipli (2014)	Communication & organizational culture in project conflicts	Case study	Open culture and effective communication for efficient conflict resolution.
10	Shih & Susanto (2010)	EI, conflict style, and work performance	Public survey	EI correlates with productive conflict style preferences.

Source: Data processed (2025)

The systematic review of the ten selected journals shows that communication style, emotional intelligence (EI), and organizational culture play significant roles, both independently and interactively, in shaping conflict management dynamics in multigenerational workplaces. In a work environment composed of different generations with distinct social and technological backgrounds, these three variables act as key determinants in creating a harmonious, productive, and adaptive work relationship system that can handle differences in values and perspectives of the employees.

Communication style is the initial factor that significantly determines conflict emergence and resolution. In multigenerational organizations, communication styles become complex because of differences in media preferences, message structure, and formality levels. Oyesanya (2024) highlights that a diplomatic communication style, which emphasizes compromise and cultural awareness, is highly effective in multicultural and multigenerational work environments. In this context, communication serves not only as an information exchange tool but also as a means of building trust between individuals with different values and social norms.

Lawani et al. (2024) provide additional insights into the construction sector, which is characterized by high-pressure work environments and cross-functional coordination needs. They found that communication styles aligned with organizational cultural values helped reduce interpersonal conflicts and improved the efficiency of the team. Clear, consistent, and solution-oriented communication encourages collaboration among workers from different backgrounds, whether generational or professional.

Emotional intelligence (EI) is a crucial personality dimension in conflict management in generationally diverse work environments. According to a systematic review by Winardi et al. (2022), EI facilitates self-awareness of emotions, emotional regulation, and empathy for others' feelings. When individuals can recognize the emotional condition of their team, they can choose the appropriate communication style and conflict management strategy, such as collaboration or compromise, rather than confrontation, which risks exacerbating the situation further.

Chen et al. (2019) emphasize that EI has a significant influence on vertical relationships, namely the relationship between supervisors and subordinates. Managers with high EI can understand their subordinates' emotional needs and create an environment that supports participatory conflict resolution. They are also more responsive to reading latent conflict signals and acting before the conflict escalates. The practical implication of this finding is the importance of EI training for leaders and managers in organizations, especially in teams that are cross-generational or diverse in age groups.

Organizational culture also plays a key role in the success of conflict management, particularly in shaping norms and social expectations related to work behavior and resolving differences. Organizational cultures that encourage open communication, appreciation for diversity, and collective participation have proven effective in creating a work climate resilient to interpersonal friction. Caputo et al. (2018) stated that cultural intelligence (CQ) acts as a mediator between individual culture and organizational behavior, including conflict response. In multinational organizations, differences in perceptions of the "right way" to express disagreement often unintentionally trigger conflict. Therefore, CQ is an essential skill for managing cultural differences without creating tension.

Gonçalves et al. (2015) stressed that culturally appropriate communication expectations greatly influence conflict resolution effectiveness. In global organizations, using communication styles that are not contextualized for the local culture can be perceived as offensive or disrespectful, even if the intent behind the communication is positive. This highlights the importance of strengthening an organizational culture that is inclusive and responsive to employees' diverse backgrounds.

An interesting finding also comes from Gunkel et al. 's (2016) study, which analyzes how national cultural values, EI, and communication styles interact to influence conflict style preferences in various countries. The results show that individuals from collectivist cultures tend to avoid direct confrontation and prefer compromise or avoidance strategies, whereas individuals from individualistic cultures are more open to expressing disagreement directly. This means that effective conflict management strategies must be tailored to the characteristics of the organizational culture and the personal values of its members.

Zhang et al. (2015) highlighted the relationship between EI and conflict management styles in relation to innovation. In organizations that prioritize innovation, open and collaborative conflict resolution fosters higher levels of idea exchange and creativity. Employees feel psychologically safe to express their ideas or disagreements without fear of being ostracized. This suggests that effective conflict management is not just about avoiding division but also about creating deeper and more progressive spaces for collaboration.

However, failure to build open communication and an organizational culture can have serious consequences for team effectiveness. Alhassan and Zulkipli (2014) show that large-scale industrial projects often fail because of weak communication between teams and a rigid organizational culture. When the organizational structure does not allow for open feedback or when differences between teams are not facilitated productively, conflicts can become barriers to productivity rather than triggers for improvement.

Table 2. Thematic Codes from the Literature Review

Code	Main Theme	Subthemes / Focus	Relevant Articles
C1	Communication Styles	Diplomatic, moderate, contextual; media preference differences	Oyesanya (2024), Gonçalves et al. (2015), Alhassan & Zulkipli (2014)
C2	Emotional Intelligence (EI)	Empathy, self-regulation, social awareness, collaborative strategies	Lawani et al. (2024), Winardi et al. (2022), Chen et al. (2019), Zhang et al. (2015), Shih & Susanto (2010)
C3	Organizational Culture & Cultural Intelligence (CQ)	Open, collaborative, inclusive culture; responsiveness to generational differences	Caputo et al. (2018), Gunkel et al. (2016), Alhassan & Zulkipli (2014)
C4	Multigenerational Conflict Management	Constructive resolution strategies, leveraging diversity for innovation	Semua artikel (1–10)
C5	Organizational Outcomes	Innovative performance, team cohesion, work efficiency	Zhang et al. (2015), Shih & Susanto (2010), Oyesanya (2024)

Overall, the findings of this study support the hypothesis that the interaction between communication style, emotional intelligence, and organizational culture forms the foundation for effective conflict management in multigenerational workplaces. These three variables are inseparable. Communication style determines how conflicts arise and are responded to; emotional intelligence dictates how emotions are managed during conflict; and organizational culture sets the norms and boundaries for conflict resolution. Organizations that can simultaneously develop all three aspects will have an advantage in creating a harmonious, adaptive, and competitive work environment.

4.1 Discussion

This study emphasizes that conflict management within an organization is a complex process that cannot be separated from the dynamics of interpersonal communication, individuals' emotional regulation abilities, and the value structures embedded within the organization's culture. In the context of a multigenerational and multicultural work environment, conflicts do not only arise due to differences in opinions or goals, but are often triggered by differences in how messages are conveyed, perceptions of emotions, and values that shape communication expectations. Therefore, understanding the influence of communication styles, emotional intelligence, and organizational culture is essential for designing adaptive and sustainable conflict resolution strategies.

First, communication style functions as the primary channel for message delivery and reception between individuals within an organization. In practice, the communication style used not only affects the effectiveness of information delivery but also influences how a message is interpreted by the recipient, including the intentions, emotions, and attitudes behind it. Open, empathetic, and assertive communication styles have been shown to create a healthy dialogue space and build trust among team members. Conversely, aggressive, passive, or manipulative communication styles can create tension, trigger psychological defense mechanisms, and lead to latent conflicts that are difficult to resolve.

Employee motivation enhanced through indirect compensation has proven to be effective in reducing the potential for interpersonal conflicts. Udodiugwu et al. (2024) confirmed that motivation-based compensation strategies can improve employee performance while minimizing tension in public work environments. Oyesanya (2024) showed that in a multicultural work environment, mismatched communication styles are a major cause of hidden conflicts. Differences in speaking styles, body language, and ways of expressing disagreement are often interpreted differently by different generations or cultural groups.

Therefore, inclusive communication strategies based on cross-cultural awareness and flexible communication styles are essential for preventing conflicts early on. This finding is reinforced by Lawani et al. (2024), who emphasized the importance of managers recognizing their teams' communication styles. Managers who can identify differences in communication styles can adjust their approach and create a communication bridge between team members from different generations and cultural backgrounds.

Second, emotional intelligence (EI) has been proven to be one of the most significant indicators of effective conflict management. EI includes the ability to recognize and understand one's own emotions, control emotional reactions, and respond to others' emotions with empathy and social sensitivity. In conflict situations, individuals with high EI can remain calm, not react emotionally, and view conflict as an opportunity to resolve differences rationally. A study by Winardi et al. (2022) showed that individuals with high EI tend to choose a collaborative approach to conflict management, where resolution is achieved without sacrificing interpersonal relationships.

In the organizational context, the development of EI is not only an individual need but also an organizational responsibility to create training systems and strengthen employees' emotional capacity. Chen et al. (2019) found that managers with high EI are more likely to adjust their conflict management style based on interpersonal relationships. They can differentiate their approach when facing superiors, peers, or subordinates. This indicates that EI not only improves the effectiveness of conflict resolution but also strengthens adaptive leadership skills.

Third, organizational culture serves as a system of values and norms that guide the behavior of organizational members, including conflict resolution. A culture that is open to differences, supports participation, and values transparency is more likely to encourage healthy and systematic resolutions to conflicts. Such a culture does not view conflict as a threat but as a natural organizational dynamic that can be used to improve work processes and strengthen team solidarity.

Caputo et al. (2018) introduced the concept of cultural intelligence (CQ) as an important factor in choosing a conflict management style that aligns with cultural norms. CQ enables individuals to read different cultural contexts and adjust their communication behaviors to avoid negative interpretations. This is especially important in multinational organizations or companies with high levels of diversity. Gonçalves et al. (2015) also showed that awareness of cross-cultural communication expectations is crucial for successful conflict resolution.

The interaction between these three variables—communication style, emotional intelligence, and organizational culture—is both additive and synergistic. Gunkel et al. (2016) confirmed that individual cultural values, EI levels, and communication style preferences mutually influence how one responds to conflict. In work environments that demand high innovation and collaboration, such as the creative and technology sectors, the ability to manage conflicts openly and collaboratively becomes key. Zhang et al. (2015) found that organizations that integrate EI and a cooperative conflict style tend to have higher innovation levels because team members feel safe to express differing ideas and opinions without fear of destructive criticism.

However, when these three elements are not developed in balance, the potential for organizational dysfunction increases. An authoritarian organizational culture, rigid communication, and low EI among leaders can create a work environment full of latent conflict, low productivity, and high employee turnover. This is reinforced by Alhassan and Zulkifli (2014) in the context of large industrial projects, showing that poorly managed conflicts result in project delays and increased operational costs. Additionally, a management approach based on management by walking about has a positive impact on communication openness and the prevention of destructive conflict. Nson (2024) emphasizes that when combined with Total Quality Management principles, this practice significantly contributes to creating a healthier and more innovative organizational culture.

Therefore, this study emphasizes that conflict management is not just a technical function of resolving disputes but reflects the quality of communication, emotional maturity, and the cultural values alive

within the organization. Organizations must build a healthy and open internal communication system, integrate emotional intelligence training into human resource development, and foster an inclusive organizational culture that values differences. If managed strategically and sustainably, these three pillars can transform conflict from a challenge into a competitive advantage, allowing organizations to thrive in increasingly complex and dynamic situations.

5. Conclusion

Based on the analysis and synthesis of ten scholarly articles reviewed in the literature review framework, this study concludes that communication style, emotional intelligence, and organizational culture have a strong, interconnected, and significant impact on the effectiveness of conflict management, particularly in multigenerational workplaces. These three variables do not stand alone but rather form a system that mutually reinforces each other in creating a work dynamic that is conducive to the diversity of values, perceptions, and work styles across generations.

Open, empathetic, and adaptive communication styles are the primary foundation for creating healthy work interactions. In multigenerational work environments, communication becomes more complex because of differences in preferences for how information is conveyed and received. A moderate and inclusive communication style holds great potential for diffusing conflict escalation, which is often triggered by intergenerational miscommunication. The ability to adjust the communication style to the internal audience of the organization and convey messages with cultural and age sensitivity has been shown to facilitate cooperative and productive conflict resolution.

Furthermore, emotional intelligence (EI) plays a highly strategic role in conflict management, especially in intense interpersonal relationships, both vertical (between superiors and subordinates) and horizontal (among colleagues) relationships. EI is involved in self-control and decision-making based on empathy and social awareness. Individuals with high EI tend to use a collaborative and compromising approach to conflict resolution compared to avoidance or coercion strategies. This is particularly important in multigenerational teams, where perceptions and emotional values may differ significantly. EI serves as a bridge that enables cross-age understanding and helps maintain cohesion and emotional balance within the team dynamics.

Conversely, organizational culture acts as a normative framework that influences how conflict is perceived, communicated, and resolved. A culture that encourages open communication, collaboration, and respect for diversity creates an ecosystem that supports constructive and effective conflict resolution. Individual cultural intelligence and alignment of personal values with organizational cultural values enhance the effectiveness of conflict resolution strategies. Organizational culture not only governs how members act but also establishes boundaries regarding what is considered acceptable in addressing differences.

Thus, the synergy between communication style, emotional intelligence, and organizational culture significantly contributes to creating a work environment resilient to conflict. Well-managed conflict can become a source of innovation, reflection, and organizational learning. The findings of this study also confirm that the primary objective of the research, which is to understand the relationship between these three variables within the framework of conflict resolution in a multigenerational workplace, has been achieved. These findings provide a strong conceptual foundation for organizations to develop more inclusive, human-centered, and contextual conflict management strategies.

The findings of this study have several important implications for HR practitioners and organizations operating in multigenerational work environments. First, it is necessary to strengthen cross-generational communication capacity through training programs that combine formal and digital communication techniques to bridge generational differences. Second, the development of emotional intelligence (EI) needs to be systematically integrated into leadership and conflict management programs, focusing on self-control, empathy, and social awareness skills to create harmonious work interactions. Third, organizations need to foster a collaborative, inclusive, and diversity-respecting work culture, both in policies and everyday practices, to create a sense of ownership among employees. Fourth, digital

communication technology must be utilized as a unifying tool, not a source of division, through the design of platforms and usage rules that support cross-age collaborations. By implementing these strategies, HR and organizational leaders can manage conflict constructively, minimize potential friction between generations, and simultaneously maximize the innovation potential arising from diversity.

Limitations and Future Studies

Although this study successfully identifies the connections between communication style, emotional intelligence, and organizational culture in conflict management, there are several limitations that must be acknowledged so that these findings can be understood proportionally. First, although the data come from ten valid and up-to-date academic journals, the scope of the study predominantly comes from certain sectors, such as construction, manufacturing, and multinational organizations. This creates limitations in generalizing the findings to other sectors, such as education, public service, the creative sector, or micro, small, and medium enterprises (MSMEs), which may have different conflict dynamics than the banking sector.

Second, most of the studies reviewed were quantitative, with surveys and statistical analysis as the primary methods. This results in limitations in understanding the deeper subjective and emotional dimensions that are central to interpersonal conflicts. Employees' experiences in dealing with conflict, informal resolution strategies, or micro-dynamics that are not captured numerically are aspects that have been overlooked. Therefore, future studies should use a mixed-methods or purely qualitative approach to explore the social dynamics within organizations in greater depth and context.

Additionally, this study did not explicitly examine the role of communication technology and transformational leadership as mediating factors in the relationship between the three main variables and conflict management. In the digital age, communication media such as e-mail, chat, and collaborative work platforms play an important role in shaping organizational communication dynamics. Transformational leadership can also be a key driver in shaping an adaptive organizational culture that supports conflict resolution. Future research should incorporate these mediating and moderating variables for a more holistic understanding.

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