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About the Journal

SIFT – Journal of Business and Social Sciences is a peer-reviewed, double-blind academic journal dedicated to advancing high-quality research at the intersection of business, management, and social sciences. The journal provides a global platform for scholars, practitioners, and policymakers to publish innovative studies, conceptual frameworks, case analyses, and empirical research that address emerging challenges in today's dynamic business and societal landscape. With a strong commitment to ethical standards, interdisciplinary dialogue, and impactful knowledge dissemination, SIFT aims to bridge theory and practice, promote responsible leadership, and contribute meaningfully to academic and real-world decision-making. Our mission is to support research that inspires progress, enhances understanding, and drives positive social and organisational outcomes.

Explore our Subject area

- Business Strategy & Policy
- Organizational Behaviour & Theory
- Human Resource Management
- Marketing & Consumer Behaviour
- Finance, Accounting & Auditing
- Entrepreneurship & Innovation
- Operations & Supply Chain Management
- Corporate Governance & Leadership
- Sociology & Social Behaviour
- Psychology & Behavioural Studies
- Consumer Psychology (Behavioural Studies)
- Communication & Media Studies
- International Relations
- Cross-Cultural Studies
- Public Policy & Public Ethics
- Social Impact, Equity & Inclusion
- Business–Society Relations
- Corporate Social Responsibility (CSR)
- Sustainable Business Practices
- Technology, Digital Transformation & Society
- AI, Automation & Workforce Studies
- Ethics & Responsible Management
- Environmental, Social & Governance (ESG) Research

Aims and Scope

SIFT – Journal of Business and Social Sciences is a double-blind, peer-reviewed scholarly journal committed to advancing interdisciplinary knowledge at the crossroads of business studies and the social sciences. The journal serves as an academic platform for researchers, academicians, industry professionals, policymakers, and graduate scholars to publish high-quality research that contributes to theory, practice, and societal development.

SIFT recognizes that contemporary challenges in business and society are interconnected and require a holistic understanding across disciplines. The journal therefore welcomes a wide range of research contributions, including empirical studies, conceptual papers, theoretical advancements, case studies, analytical models, and review articles. Its subject areas span core business fields such as management, marketing, finance,

entrepreneurship, organisational behaviour, and consumer psychology, as well as social science domains including sociology, psychology, communication, public policy, ethics, and cross-cultural studies.

At the heart of the journal is a commitment to academic integrity, ethical research practices, and rigorous scientific standards. Every manuscript undergoes a strict double-blind peer-review process to ensure originality, methodological soundness, relevance, and contribution to existing literature. The journal also promotes responsible research by encouraging authors to address contemporary societal issues such as sustainability, corporate governance, technological transformation, digital behaviour, ethical leadership, and social responsibility.

SIFT aims not only to be a publication outlet but also a knowledge bridge. By fostering dialogue between academics and practitioners, the journal facilitates evidence-based decision-making, policy improvements, and innovative solutions to global business and social challenges. The journal supports the dissemination of impactful research that advances professional practice, stimulates intellectual debate, and enhances the understanding of how businesses operate within social, cultural, and ethical contexts.

Through its inclusive approach, international outlook, and dedication to excellence, SIFT – Journal of Business and Social Sciences aspires to become a leading contributor to scholarly discourse and a trusted resource for researchers and practitioners worldwide.

Scope and Academic Focus

The journal welcomes a wide spectrum of contributions, including original research articles, theoretical papers, applied studies, conceptual frameworks, policy analyses, case studies, systematic reviews, and book reviews. Core areas of interest include:

Business strategy, leadership, and governance

- Human resource management, HR analytics, and organisational development
- Marketing, consumer behaviour, and consumer psychology
- Finance, accounting, financial decision-making, and corporate performance
- Entrepreneurship, start-up ecosystems, and innovation management
- Operations, supply chain, and sustainability practices
- Sociology, psychology, communication studies, and cultural studies
- Public administration, ethics, and social impact research
- Technology, digital transformation, AI in business, and workforce studies
- ESG (Environmental, Social & Governance) frameworks and responsible management

SIFT encourages research that addresses critical societal concerns such as inequality, digital inclusion, sustainable business practices, the future of work, behavioural change, ethical leadership, and globalisation.

Commitment to Ethical and High-Quality Research

Academic integrity is at the core of SIFT's philosophy. Every submission undergoes a rigorous double-blind peer-review process conducted by qualified reviewers and subject experts. Manuscripts are evaluated for originality, methodological integrity, relevance to the field, clarity of argument, and contribution to academic and practical knowledge.

The journal adheres to the highest standards of publication ethics, following guidelines inspired by COPE (Committee on Publication Ethics). We ensure:

Transparent and ethical research practices

- Protection of human participants and responsible data collection
- Proper authorship credit and conflict-of-interest disclosure
- High professional standards in editing, reviewing, and publication

Bridging Theory and Practice

One of the distinguishing features of SIFT is its emphasis on research that not only contributes to theory but also influences real-world decisions. We encourage submissions that provide actionable insights for business leaders, educators, policymakers, NGOs, and social practitioners.

- The journal supports studies that:
 - Offer evidence-based solutions to current business challenges
 - Influence organisational policy and management practices
 - Support public policy development and community-level improvements
 - Address socio-economic issues through academic inquiry
 - Strengthen the link between academic knowledge and professional application
- Platform for Global Knowledge Exchange

SIFT positions itself as a platform for global academic interaction. Our contributors and reviewers include scholars and professionals from diverse countries, ensuring a wide range of perspectives and global relevance. The journal seeks to amplify voices from emerging economies, promote diverse methodologies, and encourage comparative and cross-cultural research.

Mission and Vision

Mission

To promote high-quality interdisciplinary research that enhances the understanding of business and social systems, supports ethical and responsible organizational practices, and generates knowledge with meaningful social impact.

Vision

To become a globally recognized and trusted academic journal that shapes discussions in business, management, and social sciences by fostering innovation, integrity, and inclusiveness in scholarly publishing.

Why SIFT Matters

- By combining academic depth with societal relevance, SIFT strives to:
 - Enhance scholarly dialogue across disciplines
 - Provide an accessible platform for emerging and established researchers
 - Contribute to global academic thought leadership
 - Influence real-world business and social practices
 - Support the advancement of ethical, sustainable, and innovative research
 - Encourage critical thinking and new theoretical perspectives

A Study on Managing Employee Conflicts in Diverse Workplace

P. Menaka

Abstract

The study will examine the various causes of employee conflicts in diverse workplaces, including cultural differences, communication barriers, and personal biases. The study will analyze the impact of workplace conflicts on employee morale, productivity, teamwork, and overall organizational performance. The study will utilize both qualitative and quantitative methods, including surveys to gain practical insights into conflict management approaches. Further Scope of the study is the Companies that invest in conflict management strategies and diversity initiatives create a more inclusive and harmonious work environment. By turning conflicts into opportunities for growth, organizations can improve employee satisfaction, enhance teamwork, and drive overall success.

Introduction

Conflict in the workplace is an inevitable occurrence, especially in today's diverse work environments where employees come from different cultural, educational, and professional backgrounds. Managing employee conflict in a diverse workplace is crucial for fostering collaboration, maintaining productivity, and ensuring a positive organizational culture. Differences in values, perspectives, communication styles, and work ethics can create friction among employees, leading to misunderstandings and disputes. However, when managed effectively, workplace conflicts can promote innovation, strengthen teamwork, and improve problem-solving capabilities within an organization. The ability to address and resolve conflicts constructively is an essential skill for leaders and managers in diverse workplaces.

Mostly the conflicting persons themselves find out solutions through active participation of the mediator and are made to realize where each of them had gone wrong. The mediator must make sure to be only a facilitator for reaching a solution and nothing beyond that, he should refrain from being judgmental, else, one of the parties would think that he has not 2

been fair to him. The conclusion has to come by discussions between the conflicting parties only. They will eventually agree on a solution leading to conflict resolution. Any attempt of forcing a decision by the mediator will take both parties away from reaching a solution because it will make parties feel that the mediator is taking sides and is not impartial. A good mediator

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will certainly lead the discussions towards root-cause by prompting the parties to move towards it while arguing and counter-arguing.

Objectives:

- To identify the causes and characteristics of interpersonal and team conflicts in the workplace.
- To examine existing conflict resolution strategies and their applicability to different conflict scenarios.
- To evaluate the effectiveness of various communication, collaboration, and mediation techniques in resolving workplace conflicts.
- To Identify and provide recommendations for implementing conflict resolution strategies tailored to the unique needs and challenges of organization

Literature Review:

Daria Prause and Bahaudin G. Mujtaba. The goal of this paper is to examine current conflict management practices, assess their alignment with diverse workplace environments, and analyze the effectiveness of conflict management procedures in modern society, particularly concerning workplace diversity and gender differences. Subsequently, the paper suggests conflict management strategies for managers and employees.

F. Pinar Acar. This study examines how diversity perceptions and shared leadership influence emotional conflict over time. A longitudinal analysis of 301 individuals from 81 groups revealed that surface-level diversity negatively impacts emotional conflict at the beginning and end of group interactions, while deep-level diversity positively affects emotional conflict mid-interaction. Shared leadership moderates these relationships, suggesting its potential in mitigating diversity-related conflicts.

S.M. Shariq Abbas, Ahmed Ibrahim Karage. This study explores interpersonal conflict management styles in corporate and academic organizations in India and Nigeria. Analyzing responses from 103 Indian and 88 Nigerian employees, the research identifies significant differences in conflict handling approaches between the two nationalities. Understanding these differences is crucial for effective conflict management in globalized organizations.

Darius K.-S. Chan, Sharon G. Goto This study investigates how perceived social distance affects Hong Kong employees' attributions and perceptions of workplace conflicts, as well as their choices of conflict resolution procedures. Results indicate that social distance influences conflict 3 perceptions and resolution strategies, highlighting the need for culturally sensitive conflict management approaches in diverse workplaces.

Kamran Khan, Syed Karamatullah Hussainy, Yumna Iqbal This research provides a holistic view of the causes and effects of workplace conflicts and how management can resolve them through a detailed, multidimensional framework. Conducted in a major textile firm in Pakistan, the study suggests that effective conflict management is crucial for improving work performance and production.

Research Methodology

Qualitative and Quantitative used for this study. Research methods Research design is purely and simply a framework for study that guides the collection and analysis of the data. This study is based on descriptive research. The sampling method used in the research is convenience sampling. The sample size is 182 samples were selected using convenience sample.. All pertinent data required for the purposes of study has been collected with the help of questionnaires, observations, discussion with the respondents. Secondary data was collected from various books, articles, journals, websites, etc. The data was entered and analysed using software package (SPSS) Version 29.0. The study used percentage-based descriptive analysis and statistical tools like ANOVA, correlation, and regression.

Analysis:

Correlation

Need of the study

To find the relationship between respondents' perceptions of the importance of identifying the causes and characteristics of interpersonal and team conflicts in the workplace and the relevance of existing conflict resolution strategies to various conflict scenarios.

Observed value for correlation

To Identify the causes and characteristics of interpersonal and team conflicts in the workplace	To Examine existing conflict resolution strategies and their applicability to different conflict scenarios.					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Strongly Agree	36	22	7	5	2	72
Agree	25	27	9	4	2	67
Neutral	6	7	8	1	1	23
Disagree	2	2	4	2	1	11
Strongly Disagree	2	2	1	2	2	9
Total	71	60	29	14	8	182

Calculated value

Symmetric Measures

		Value	Asymptotic Standard Error ^a	Approximate Tb	Approximate Significance
Interval by Interval	Pearson's R	.291	.083	4.074	.000c
Ordinal by Ordinal	Spearman Correlation	.261	.074	3.631	.000c
N of Valid Cases		182			

Result

The value of correlation coefficient is determined on be 0.000. Hence it is inferred that there exist a positive correlation between respondents' perceptions of the importance of identifying the causes and characteristics of interpersonal and team conflicts in the workplace and the relevance of existing conflict resolution strategies to various conflict scenarios.

Correlation

Need of the study:

To identify the relationship between recognizing the causes and characteristics of interpersonal and team conflicts in the workplace and the importance of assessing early resolution strategies to prevent escalation. 6

Observed value for correlation

To Identify the causes and characteristics of interpersonal and team conflicts in the workplace	Assessing the early resolution to prevent escalation					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Strongly Agree	43	18	11	3	1	76
Agree	15	28	11	2	3	59
Neutral	10	3	7	2	0	22
Disagree	3	3	4	3	0	13
Strongly Disagree	6	0	5	1	0	12
Total	77	52	38	11	4	182

Calculated value

Symmetric Measures

		Value	Asymptotic Standard Error ^a	Approximate Tb	Approximate Significance
Interval by Interval	Pearson's R	.184	.077	2.511	.013c
Ordinal by Ordinal	Spearman Correlation	.223	.076	3.072	.002c
N of Valid Cases		182			

Result

The value of correlation coefficient is determined on be 0.013. Hence it is inferred that there exist a positive correlation between recognizing the causes and characteristics of interpersonal and team conflicts in the workplace and the importance of assessing early resolution strategies to prevent escalation.

One way Anova

Need of the Study:

To find the significant differences among age groups in their level of agreement with implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.

Hypothesis

Null Hypothesis (H_0): There is no significant difference in mean agreement levels among different age groups regarding the implementation of tailored conflict resolution strategies.

Alternative Hypothesis (H_1): There is a significant difference in mean agreement levels among different age groups regarding the implementation of tailored conflict resolution strategies. 8

Observed value for Anova

To Identify and provide recommendations for implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-31	103	1.92	.987	.097	1.73	2.12	1	5
32-41	51	2.04	1.199	.168	1.70	2.38	1	5
42-51	26	1.81	1.167	.229	1.34	2.28	1	5
Above 52	2	1.00	.000	.000	1.00	1.00	1	1
Total	182	1.93	1.072	.079	1.77	2.09	1	5

Calculated value

To Identify and provide recommendations for implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.733	3	.911	.790	.501
Within Groups	205.339	178	1.154		
Total	208.071	181			

Level of significance is 5% (0.05) Degrees of Freedom is 3

P-value (significance level) is 0.501 Tabulated F-value is 2.66

Since P significant value is $0.501 < 2.66$

Result

The calculated value is less than table value. Therefore, null hypothesis is accepted and alternative hypothesis is rejected. It shows that there is no significant differences among age groups in their level of agreement with implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.

One way Anova

Need for the Study:

To find the significant difference among age groups in evaluating the effectiveness of various communication, collaboration, and mediation techniques in resolving workplace conflicts.

Hypothesis

Null Hypothesis (H_0): There is no significant difference in the mean scores 10 among different age groups regarding the effectiveness of communication, collaboration, and mediation techniques in resolving workplace conflicts.

Alternative Hypothesis (H_1): There is a significant difference among age groups the effectiveness of communication, collaboration, and mediation techniques in resolving workplace conflicts.

Observed value for Anova

To Evaluate the effectiveness of various communication, collaboration, and mediation techniques in resolving workplace conflicts.								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-31	103	1.70	.884	.087	1.73	1.87	1	5
32-41	51	2.06	1.223	.171	1.70	2.40	1	5
42-51	26	1.65	.977	.192	1.34	2.05	1	5
Above 52	2	1.50	.707	.500	1.00	7.85	1	2
Total	182	1.79	1.008	.075	1.77	1.94	1	5

Calculated value

To Identify and provide recommendations for implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.188	3	.1.729	1.721	.164
Within Groups	178.878	178	1.005		
Total	184.066	181			

Level of significance is 5% (0.05) Degrees of Freedom is 3
 P-value (significance level) is 0.164 Tabulated F-value is 1.721
 Since P significant value is $0.164 < 1.721$

Result

The calculated value is less than table value. Therefore, null hypothesis is accepted and alternative hypothesis is rejected. It shows that there is no significant difference among age groups in evaluating the effectiveness of various communication, collaboration, and mediation techniques in resolving workplace conflicts.

Research Findings

- There exist a positive correlation between respondents' perceptions of the importance of identifying the causes and characteristics of interpersonal and team conflicts in the workplace and the relevance of existing conflict resolution strategies to various conflict scenarios.
- There is no significant differences among age groups in their level of agreement with implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.
- It shows that there is no significant differences among age groups in their level of agreement with implementing conflict resolution strategies tailored to the unique needs and challenges of organizations.

Conclusion

Workplace conflicts are inevitable, especially in diverse environments where employees have different cultural backgrounds, communication styles, and perspectives. While diversity fosters creativity and innovation, it can also lead to misunderstandings and disagreements if not managed effectively. This study on managing workplace conflicts in a diverse workplace highlights the importance of proactive conflict resolution strategies to maintain a positive and productive work environment. In conclusion, managing conflicts in a diverse workplace requires a strategic approach that emphasizes understanding, respect, and cooperation. Companies that invest in conflict management strategies and diversity initiatives create a more inclusive and harmonious work environment. By turning conflicts into opportunities for growth, organizations can improve employee satisfaction, enhance teamwork, and drive overall success.

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