

Symmetry, inclusion and workplace conflicts: conflict management effects of two leadership strategies on employee advocacy and departure

Symmetry,
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Received 29 January 2022
Revised 2 May 2022
Accepted 31 May 2022

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Abstract

Purpose – This research aims to examine how two management strategies (symmetrical communication and inclusive management) work in handling workplace conflicts (interpersonal/organizational levels), especially with regard to employee advocacy and job turnover intentions.

Design/methodology/approach – A total of three employee survey datasets were used to test hypotheses and research questions. Two secondary datasets were obtained in South Korea ($N = 600$ and $N = 285$), and one dataset was collected in the USA ($N = 381$). A series of hierarchical multiple regressions were performed for each dataset.

Findings – All three studies showed that interpersonal workplace conflict increased not only job turnover but also advocacy. In addition, in South Korean employees, both symmetrical communication and inclusive management increased employee advocacy and decreased job turnover intentions. However, in the US data, only symmetrical communication had such effects, enhancing employee advocacy and lowering job turnover intentions.

Originality/value – The study provides insights for practitioners into how to handle workplace conflicts from the perspective of communication (symmetrical communication) and/or behavioral strategies (inclusive management). Also, as an index to examine the effectiveness of management strategies, this study suggests advocacy behavior of employees given its effect of “rallying the troops.”

Keywords Conflict management, Employee, Inclusion, Job turnover, Megaphoning, Strategic behavioral paradigm, Symmetrical communication, Workplace conflict

Paper type Research paper

Introduction

Workplace conflict is inevitable for almost all organizations (Society for Human Resource Management, 2021). Defined as frictions or oppositions resulting from differences, incompatibilities or corporate issues and crises (Caesens *et al.*, 2018), workplace conflict can be on the interpersonal and/or organizational levels. At the interpersonal level, employees might experience abuse and discrimination from supervisors, or they might disagree with their coworkers in terms of the correct way to solve a problem, leading to interpersonal conflicts. At the organizational level, the employees might go through several external conflicts surrounding organizations such as harassment lawsuits against the organization or technological problems, which may increase the level of conflicts with the external stakeholders.

Organizing people to collaborate and work with shared goals, procedures and routines requires constant coordination of the organization’s members, and organizational conflict



Journal of Communication
Management
Vol. 26 No. 3, 2022
pp. 349-370

© Emerald Publishing Limited
1363-254X
DOI 10.1108/JCOM-01-2022-0011

varies to a very large extent. Organizations are prone to workplace conflict due to two fundamental conditions. At the organizational level, collaboration is the *raison d'être* of organization – an organization is a process and outcome of *organizing* people and *coordinating* them for a common purpose. At the personal level, individuals' subjective perspectives are essential. In the process of organizing and coordinating individuals, the unique qualities of those individuals can become misaligned, which can make it difficult to establish clear goals and to agree on the means to achieve them.

Given this understanding, a more constructive question is raised: Why do some organizations weather conflicts more easily than others or even outperform others, despite the constraints that conflict engenders. In the present study, we first posit workplace conflict as a common condition for the organizational process. Workplace conflict could be indistinct across organizations, whether they are big or small or successful or not. Experts and scholars have suggested many solutions to resolve workplace conflict. Among them, we focus on two managerial strategies: *symmetrical communication* and *inclusive management*.

The two approaches can differ across organizations. Symmetrical communication is a way to listen to and learn from different voices among members. Public relations and communication practices aim to create, reflect and serve constituents' interests as similarly important to that of those who use the communication. Grunig and Kim (2021) explain that symmetrical communication is instrumental for communicators to resolve problematic states (e.g. conflicts with publics). Using the coorientation frame (Grunig and Stamm, 1973; Grunig and Hunt, 1984), symmetrical communication increases the *accuracy* of what relational parties feel and think, enhances *understanding* of how and why each party overlaps the factual ideas about the situation, and can lead to an *agreement* between involved parties or among members' evaluations of opinions. In other words, symmetrical communication emphasizes listening and mutual adjustment through communicative interaction.

Inclusive management is one of the public management strategies developed from organizational theories. According to Feldman and Khademian (2004), the inclusive management model "emphasizes the relationship between public managers and the public" (p. 2). The authors continued to state that the inclusive management model of organizations highlights the managers' efforts on building the participation from the public in the policy-making process. Feldman *et al.* (2006) also pointed out that inclusive management "is not practiced solely to achieve inclusion, but also purposefully to engage different ways of knowing in the continuous process of problem-solving" (p. 93). Although these early theoretical approaches construed the concept of inclusive management, we redefine inclusive management from the public relations perspective as a *strategy to identify, reach out to and reassure all (potentially) affected parties among the strategic constituencies* (Chon *et al.*, in press). More specifically, the organization will strive to cover the interests of those affected, even though there is some loss at the organizational level. The key public members can be more vocal about their problems without becoming marginalized during the organizational decision-making process.

In the current study, we newly define inclusive management as decision makers' efforts to *identify affected and relevant parties, give legitimacy to them and engage those identified parties into the decision-making process*. We adopted the inclusive management strategies of the organizations to manage the relationship particularly with internal publics, such as the employees. In this regard inclusive management is closely related to the organization's accountability toward the publics. For example, if the organization employs inclusive management, the group of publics (e.g. employees) affected by the consequences (e.g. layoffs) from the organizations' decision outcomes (e.g. extensive budget-cutting policy) can demand the full accountability statement from the organization. Inclusive management includes the publics during the organizational decision making based on shared value systems. These systems evolve over time in accordance with organizational culture and leadership.

Before, during and after decision making, inclusive management identifies and actively involves those affected by organizational-level consequences or externalities. Further, employees are internal stakeholders and publics whose work practice can fluctuate. Thus, when the value systems and culture of inclusive management actively engage employees in the decision-making process, it can reduce the costs of conflict. Grunig (2018) differentiates two paradigms in public relations and communication management in general: a *symbolic interpretive paradigm* and a *strategic behavioral paradigm*. Symmetrical communication and inclusive management behaviors are key elements of the strategic behavioral paradigm. In this paradigm, organizations use communication to balance the interests of relational parties. Further, this paradigm emphasizes strategic behaviors amenable to those affected, rather than strategic messaging to influence the ways by which affected people interpret the consequences.

In this study, we examined the adequacy and relative effectiveness of these two strategies for managing workplace conflict. First and foremost, we identified two types of workplace conflicts: interpersonal and organizational conflicts. To test the two strategies' effects, we chose two contrasting employee behaviors: employee job turnover and positive megaphoning, especially pro-organizational advocacy in times of difficulty or crisis. The former signals destructive organizational liquidation; the latter indicates constructive cohesion and organizational sustainability. Our examination of the two strategies expands the theoretical applicability of the strategic behavioral paradigm and its core values, such as symmetry and inclusion, in conflict management. Moreover, the empirical evidence generates practical insight into ways by which organizations might better cope with unavoidable workplace conflicts.

Literature review

Employee behaviors as indicators of an effective organization

There are numerous indicators that elucidate the concept of organization effectiveness. Robbins (1990) stated that defining organization effectiveness is an intricate task because there are so many possible facets to be considered. For example, he listed 25 indicators in addition to productivity, job satisfaction, turnover, absenteeism and stability. The necessity of these myriad ways to operationalize the organization effectiveness is the result of the complexity of various organizations' practices. Thus, it is necessary for researchers to nail down the scope of each individual organization's effectiveness to fit the specific study purpose.

In the current study, organization effectiveness is focused to achieve strategic goals for organizations to develop and maintain quality relationships with strategic publics (Ki *et al.*, 2015). We adopted the strategic *constituencies' approach*, one of the views explaining organization effectiveness, which proposes that an effective organization is one that satisfies the demands of those constituencies in the environment from whom it requires support for its continued existence (Robbins, 1990, p. 62).

Angle and Perry (1981) shed light on the importance of relationships with employees to measure organization effectiveness. This classic work from organization behaviors rationalized that organization commitment to employees affecting the employees' behaviors such as job turnover and tardiness rate, can accurately assess the level of organization effectiveness. Also, organization behaviors' research has demonstrated that effective organizations produce better employee behaviors (e.g. Koys, 2001; Walz and Niehoff, 2000).

Then the question is what factors bridge the organization effectiveness and employees' behaviors. Prior studies exhibit that the positive employees' behaviors are the outcome of good organizational relationships (e.g. Angle and Perry, 1981; Mowday, 1998).

In organization behaviors' studies, the *organization commitment* is often used to measure the employees' relational evaluation about the company (e.g. affective commitment).

In public relations studies, [Hon and Grunig \(1999\)](#) designed the multidimensional assessment tools (trust, mutual controllability, commitment and satisfaction) for measuring the publics' perceived relationship quality toward the organization. These exemplified indicators representing the relationship from two fields have predicted the organization outcomes and employees' behaviors (e.g. [Kim et al., 2007](#); [Luz et al., 2018](#); [Walden et al., 2017](#)). For example, the quality relationships with employees could make an organization more competitive and strategic ([Ni, 2009](#)) as employees actualize values, strategies and goals through shared work procedures ([Park et al., 2014](#)).

Hence, the effectiveness of organizations can be measured by the employees' perception of their relationships with the organizations. Some of the common indices for such relationships are employee behaviors such as job satisfaction, turnover and absenteeism ([Reichers, 1985](#)). Among all, job turnover is the most frequently used indicator to appraise the relationship as employees are more likely to leave unsatisfactory, poorly compensated or conflict-beholden work environments (e.g. [Flint et al., 2013](#); [Carmeli and Weisberg, 2006](#)). Furthermore, beyond the traditional management approaches, we study employee advocacy as a key indicator of the organizational relationship, which is one of the employee communicative behaviors ([Kim and Rhee, 2011](#)).

Job turnover

Employees leave organizations for various reasons ([Carmeli and Weisberg, 2006](#); [Cotton and Tuttle, 1986](#)). These could include higher salaries, better work conditions or individual career development. However, some organizations suffer greater job turnover than others as the organizations fail to manage their relationships with the employees ([Flint et al., 2013](#)). The outcome of failure of relationship management is generally represented by poor task performances of employees, a high level of counterwork behaviors (e.g. tardiness) ([Ramshida and Manikandan, 2013](#)) and a low level of organization citizenship behaviors (e.g. helping and keeping time) ([Bakhshi et al., 2011](#)). The extreme case is employees leaving the organization. The metaanalytical review of organization commitment and turnover (e.g. [Cohen, 2017](#); [Guzeller and Celiker, 2019](#); [Mathieu and Zajac, 1990](#)) shows that there is modest correlation between organization commitment and turnover. The decreased relationship quality between organizations and employees can sometimes be skewed by increases in instability incurred by internal/external crises. Workplace conflict as we defined earlier emerges in both interpersonal and organizational crisis situations. Workplace conflict frequency shatters organizational stability. Thus, employees' commitment to the organization could falter as the degree of conflict goes up, resulting in potential turnovers.

Given the previous studies' findings, we propose that the more workplace conflicts will increase the employees' turnover rate.

- H1. The more conflicts present in a workplace, the higher job turnover intentions there will be.

Employee advocacy

When an organization undergoes turbulent conditions, employees act as internal publics and can become sources or contact points for information ([Kang and Sung, 2017](#)). In high-conflict organizations, employees can take advocacy roles to *defend* their organizations and advance organizational or managerial efforts. In organizational behavior studies, employees defend their organizations with voice behavior, which are proactive and prosocial communicative actions on behalf of the organizations. As one of affiliative organization citizenship behavior,

employee advocacy participation is defined as a “constructive and proactive voice such as expressing high standards, challenging others, and making suggestions for change” (Van Dyne *et al.*, 2003, p. 1,369). This conceptualization implies the multiplicity of advocacy behaviors. Some researchers only focus on the promotive side of advocacy. For example, the employees can promote the products or services to their social groups (Fullerton, 2011; Tsarenko *et al.*, 2018). However, as Van Dyne *et al.* (1994) maintained, the other dimension is challenging others to benefit the organizations or themselves.

In this study, we conceptualized workplace conflicts at both the interpersonal level (e.g. *workplace incivility*, Schilpzand *et al.*, 2016) and the organizational level (e.g. corporate crises such as CEO scandals and discrimination). Both types of workplace conflicts could have different forms, but they have similar boundary conditions. The interpersonal and organizational conflicts emerge or worsen in and around their organizations (Lee *et al.*, 2018; Mazzei *et al.*, 2012). When the organizations fall into crisis, both micro- and macro-level conflicts could arise. Crises arising from both interpersonal and organizational level workplace conflicts may stimulate the defensive mechanisms of employees (Zhang and Kim, 2017). When facing internal disagreements or external criticisms, employees may be more likely to engage in advocacy behaviors that involve speaking up, argument and persuasion efforts. Hence, more frequent conflict encountered by employees at their workplace, regardless of interpersonal/organizational levels, would increase their advocating efforts.

H2. The more conflicts present in a workplace, the more employee advocacy there will be.

Two strategies for workplace conflict from the strategic behavioral paradigm

Historically in public relations and communication management, there are two views of public relations' role in and contribution to organizations and publics: the symbolic interpretive view and the strategic behavioral view (Grunig, 2018).

In the symbolic interpretive paradigm, public relations occupy a peripheral role, interpreting the behaviors of organizations toward their publics as they concern influencing public perceptions of the organization. The symbolic interpretive paradigm reduces public relations to the delivery of an organization's message to its publics and the maintenance of the organization's “image” in those publics' eyes (Grunig, 1993).

The proposed alternative, the strategic behavioral paradigm and stresses the active role of public relations in strategic decision making (Grunig, 2009). The strategic behavioral paradigm conceptualizes communication as holistic and general in scope, moving symbols in time-space between organization and publics. This scope includes not only the choosing, crafting and transmitting of symbols from organizations to publics but also the same actions from publics to organizations. In this vein, communication management can and should be both *strategic listening and strategic messaging*, and when persuasion occurs, it should be multidirectional persuasion between an organization and its publics. In other words, strategic listening should be used before, while, and after a decision is being made and enacted so that the decision reflects the communicative actions of stakeholders and publics.

It takes great managerial effort to construct and adjust policy decisions that have consequences for stakeholders and publics. Effective public relations change policy to maximize the efforts of the organization. In this way, public relations play a central role in the decision-making process by performing essential functions such as relationship building and facilitating communicative interactions or symmetrical dialogues with affected publics (Grunig, 2018). In other words, public relations perform a “bridging” function rather than a “buffering” function (Kim and Kim, 2016; Van den Bosch and van Riel, 1998). Hence, through this paradigm, the core managerial efforts that enable resolution of conflicts at the workplace are symmetrical communication (symmetry) and inclusive management (inclusivity). In the present study, we suggest them as communication behavioral management strategies.

Symmetrical communication – a communication management strategy

Symmetrical communication is one of the core characteristics of the strategic behavioral paradigm of communication management and public relations practices (Grunig and Hunt, 1984; Grunig *et al.*, 1995). Symmetrical communication is defined in this study as an organizational communication culture practiced by the leadership that emphasizes “trust, credibility, openness, relationships, reciprocity, network symmetry, horizontal communication, feedback, adequacy of information, employee-centered style, tolerance for disagreement, and negotiation” (Grunig, 1992, p. 558; Kim and Rhee, 2011; Men, 2014). A symmetrical communication approach is typically adopted by the organizational leadership of most organizations, which results in a culture that values employee empowerment and collaboration, and promotes the mutual interests of all parties (Men, 2014).

Symmetrical communication differs from asymmetrical communication in that the communicator is aware of and acknowledges that the communication can affect and change both parties, and constructs ways of preserving mutual interest between the public members and the organizations (Grunig, 2001). In other words, it provides a different function for its users. It can promote either self- or mutual interest (i.e. both organization and public) or vie for multiple interests (e.g. organization and multiple constituencies related to managerial decisions). By contrast, asymmetrical communication, though relying on systematic research, aims mostly to influence the perceptions of one party (Grunig and Grunig, 1992). According to Grunig (2001), the term “symmetrical” refers to a *public relations process* adopted to describe communication “that can waver between advocacy and collaboration (p. 28)”. Moreover, it is not a strict category; there is a continuum from asymmetrical to symmetrical communication. Other scholars have applied terms to describe similar concepts such as “synchronic vs. diachronic” (Thayer, 1968), “dialogue vs. monologue” (Kent and Taylor, 2002) and “honest broker vs. joint problem solver” (Evans, 2017).

Symmetrical communication is one of the key components of internal employee communication (Men, 2014). Organizations that implement symmetrical communication in employee communication programs are decentralized and give employees autonomy within the organization. In addition, organizations with organic structures, participative culture and inclusivity are more likely to practice symmetrical communication with their employees (Grunig, 1992; Grunig *et al.*, 2002). Organizations that practice symmetrical communication are open, listening to employee concerns. As symmetrical communication underlines “cooperation, negotiation, and compromise” (Grunig and Grunig, 1992, p. 302), organizations that implement symmetrical communication in their employee communication typically create a higher trust, greater employee satisfaction with the organization and more positive relationship outcomes with employees (Grunig *et al.*, 2002; Kim and Rhee, 2011).

The quality relationships that the publics develop with the organizations can prevent negative outcomes such as job turnover. If employees have more commitment to the organizations, they will be less likely to consider leaving the workplace. A previous metaanalysis of relationships between organization commitment and the job turnover rate demonstrated a modest correlation size (e.g. Cohen, 2017; Guzeller and Celiker, 2019; Mathieu and Zajac, 1990), indicating that better organizational communication prevents the human resources’ drainage.

H3a. The more symmetrical communication in a workplace, the less likely employee job turnover intention will be.

As employees become motivated to solve problems, communication behaviors such as information seeking, information forwarding, information forefending, information attending, information sharing and information permitting increase as well (Chon and Park, 2020). Lee (2019) and Mazzei *et al.* (2012) have found that symmetrical communication efforts by an organization affect employees’ behaviors in both crisis and noncrisis situations.

Although we predicted in H1 that the workplace conflict situations (as we considered crisis situations) increase their advocacy behaviors to activate the defensive mechanism, the employees' advocacy behaviors could be observed more often in the organizations with symmetrical communication practices. When employees experience a good relationship by a genuinely two-way communicative effort from organizations (i.e. symmetrical communication), they are more likely to identify with the organization and treat the organization's issues or problems as their own. In this case, employees may engage in proactive or pro-organization behavior by seeking and forwarding pro-organization information (Kim and Rhee, 2011). Thus, the current study expects that symmetrical communication increases employees' advocacy behaviors.

H3b. The more symmetrical communication in a workplace, the more likely employee advocacy will be.

Inclusive management – a behavioral management strategy

Traditionally, inclusive management is concerned with granting minority employees access to communication networks so that they can influence organizational decision-making processes (Jonasson *et al.*, 2018; Nembhard and Edmondson, 2006; Moon, 2018). Furthermore, inclusive management can also empower employees when applied to majority employee groups (Pelled, 1996) and can create deliberation and participation opportunities among different social groups with a range of perspectives (Feldman *et al.*, 2006). This study defines inclusive management as decision makers' efforts to identify affected and relevant parties, give legitimacy to them and engage those identified parties into the decision-making process. It is a strategy to encourage employees with various backgrounds and perspectives to participate in the organizational decision-making process. This engagement in the deliberation and discussion process may enact employees' level of belonging to the organization and a shared value system that can generate innovativeness and solutions when it comes to resolving workplace conflicts (Perry-Smith and Shalley, 2003; Moon, 2018).

Chodyniecka *et al.* (2022) recently posted about their McKinsey's *Great Attribution study* results to recommend the strategies of effective leadership. The study found that one of the key reasons for leaving a job was not-caring leaders. The research team suggested that "leaders can *integrate a greater sense of meaning* by determining what matters most to their teams, personalizing expressions of recognition and appreciation, and providing opportunities to build relationships (Paragraph 5)." Through this process, the organization increases more inclusive employee experiences.

As this example indicates, inclusive management seeks to take into account and be accountable for all those affected by organizational choices and actions. The pursuit of an organization's interests can become more effective and ethical by identifying the people or groups who face the consequences of organizational behaviors and including them in organizational decisions.

Public relations serve as a strategic management function to make an organization's behavior more inclusive and effective in achieving its goals (Grumig *et al.*, 2002). Thus, inclusive management can be used to identify strategic publics and their interests in organizational behavior. Inclusive management requires strategic thinking such as prioritization and long-term consideration of how choices, goals and behaviors align with the desires of strategic constituencies.

Employees are the most strategic internal public because they enact organizational values and procedures through communicative interactions with external publics (e.g. the *microboundary spanner role*, Kim and Rhee, 2011). Further, they have access to information that is restricted from external constituencies. They can engage in negative communicative behaviors such as leaking confidential business information or

whistleblowing if they are constrained and fail at internal problem solving. Previous studies have shown that the quality and type of relationships with employees correlate with both positive and negative employee communicative behaviors (e.g. advocacy, megaphoning, scouting or microboundary spanning).

In employee relations, it is critical to create organizational culture and internal procedures so that employee voices are heard and employee needs and wants are incorporated. The IABC Excellence study (Grunig *et al.*, 2002) found that in the most effective of over 300 organizations, CEOs and leaders create and embrace an organic structure and participative culture that involves public relations in the decision-making process. In these organizations, public relations play a strategic counselor role through formal and informal research into the interests and expectations of involved stakeholders and publics in managerial decision making. The results are greater legitimacy and freedom for organizations to pursue their strategic goals, as strategic publics' interests are a part of those goals. Organizations become more effective or strategic when they are capable of identifying and incorporating employees' interests. Public relations or internal communication can and should aid inclusive decision making. This cultivates better and longer-lasting relationships with employees, which in turn increases pro-organization behaviors among them.

Based on the two managerial characteristics derived from the strategic behavioral paradigm in public relations, we generated the set of hypotheses below.

H4a. The more inclusive management present in a workplace, the less likely employee job turnover intention will be.

H4b. The more inclusive management present in a workplace, the more likely employee job advocacy will be.

In addition, it is helpful to examine whether there are notable patterns in the effects in organizations with high and low workplace conflicts. Does either strategy significantly influence employees' job turnover intentions and pro-organizational advocacy?

RQ1. What is the relative effectiveness of two strategies (symmetrical communication and inclusive management) on job turnover intentions and employee advocacy in relation to levels of workplace conflict?

Methods

Data collection

To increase the external validity of our findings, we employed a total of three datasets: two sets of data from South Korea and one set of data from the USA. The Korean datasets were the secondary data collected for their internal workplace culture evaluation by the Q research (Study 1) and a large IT company (pseudonym, DELTA-COM; Study 2), respectively. The US data set was collected from the online panel of Amazon Mechanical Turk (MTurk; Study 3).

In Study 1, respondents were recruited by the Q research: employees from the five biggest Korean companies – Hyundai, Samsung, LG, SK and Lotte ($N = 300$) – and other companies ($N = 300$), resulting in the total $N = 600$. Study 1 aimed to examine South Korean employees' behaviors across a range of companies' domains and sizes. Study 2 collected respondents at one company, DELTA-COM: employees from two teams, PR team employees ($N = 88$) and company research center employees ($N = 197$), reaching to the total $N = 285$. Study 2 examined if findings from Study 1 would be confirmed considering divergent employees' perceptions and performance at team levels in the same organization setting. This survey was conducted anonymously without any identifiable information as the questionnaires inquired about participants' opinions about their company, therefore there were no demographical questions where the employees might feel the survey's confidentiality was

violated. The third dataset for Study 3 was collected in the USA to investigate potential cultural effects in terms of workplace conflicts and employees' behaviors. A total of 381 respondents were recruited through Amazon MTurk.

Sample profile

Study 1 showed a near-equal ratio of gender (Male: $N = 348$, 58%; Female: $N = 252$, 42%), but the Study 3 data showed male-dominant participation (Male: $N = 249$, 62.6%; Female: $N = 149$, 37.4%) and white-dominant (White: $N = 315$, 79.2%; Non-white: $N = 83$, 20.8%). The average ages were 42.6 (Study 1) and 36.9 (Study 3). In Study 1, 40.2% ($N = 241$) of respondents replied that their years of working was more than nine. In Study 3, 46.4% ($N = 135$) of respondents replied that their years of working was less than five. In Study 1, 71.2% ($N = 427$) of employees answered that their position was non managerial, while in Study 3, 75.5% ($N = 297$) of employees answered that their position was either entry level or associate manager level.

Measures

Given different types of data collection methods (secondary data in South Korean and primary data in the USA), there were some discrepancies in measurement scales. However, measurement items used in both countries featured core attributes of each concept based on its conceptual definition and met a high level of reliability.

Workplace conflict. To measure workplace conflict, we constructed new measurement items. We posited that there are two levels of workplace conflict: interpersonal and organizational workplace conflict. *Interpersonal conflicts* occur in everyday employees' experiences when they interact with other people. In the Korean data, we measured interpersonal conflicts at the workplace by asking two items with a five-point Likert scale (1 = strongly disagree and 5 = strongly agree): "How often do other people get angry at you at work?" and "How often are other people rude to you at work?" ($\alpha = 0.96$, Study 1 and $\alpha = 0.91$, Study 2). The US data (Study 3) measured interpersonal workplace conflicts by asking four items with a five-point Likert scale (1 = never and 5 = very often): "How often do you get into arguments with others at work,?" "How often do other people yell at you at work,?" "How often are people rude to you at work?" and "How often do other people do nasty things to you at work?" ($\alpha = 0.91$).

Organizational workplace conflict does not involve specific individual employees, but rather problematic issues creating conflicts at the organizational level. Based on this definition, we measured organizational workplace conflict by asking about the employees' perceptions of their company's conflict level, using two items: (1) the extent to which they experienced four types of corporate issues and crises (i.e. harassment/violence/insult at work, discrimination at work, CEO scandal/leadership issue and firing/layoff; 1 = never and 5 = very frequently) and (2) the degree to which they agreed with two statements regarding their colleagues/supervisors expressing anger and acting rudely toward them (1 = never and 5 = very likely) ($\alpha = 0.86$, Study 1; $\alpha = 0.79$, Study 2 and $\alpha = 0.92$, Study 3).

Symmetrical communication. The remaining measures used the same items in all three studies but had different scales. Symmetrical communication was measured using a five-item questionnaire with a seven-point Likert scale (1 = strongly disagree and 7 = strongly agree) for Study 3 and a five-point Likert scale (1 = strongly disagree and 5 = strongly agree) for Studies 1 and 2 (Grunig et al., 2002). The five items were: "Most communication between managers and other employees in our company can be said to be two-way communication," "The purpose of communication in our company is to help managers to be responsive to the problems of other employees," "Our company encourages differences of opinion," "Supervisors encourage employees to express differences of opinion," and "Employees are

not afraid to speak up during meetings with supervisors and managers" ($\alpha = 0.90$, Study 1; $\alpha = 0.88$, Study 2 and $\alpha = 0.91$, Study 3).

Inclusive management. Utilizing Feldman *et al.* (2006) and Chon *et al.*'s (in press) earlier works but using our new conceptual definition, we developed new measurement items for inclusive management reflecting key aspects of inclusive managerial efforts: *identification*, *legitimatization* and *engagement*. We used a bipolar, semantic differential scale for the new concept. Study 1 and 2 used the six-point, and for Study 3 we used seven-point bipolar, semantic differential items. Participants were asked to assess their company's typical responses when it was confronted with decision-making situations involving high uncertainty, where 1 = "The company takes a 'fast-and-aggressive' approach without considering potential consequences to others," and "the company pays little attention to those who would be harmed because of its decision-making," and 6(7) = "The company adopts a 'wait-and-see' approach to avoid wrongdoings or others' loss," and "the company pays careful attention to all stakeholders who are affected by its decision-making," ($\alpha = 0.90$, Study 1; $\alpha = 0.74$, Study 2 and $\alpha = 0.89$, Study 3). As shown, the variation of the scale (i.e. 6 points or 7 points) performed similarly well.

Job turnover intentions. Job turnover intentions were measured with two items on a five-point Likert scale: "Once I find a better job, I'll leave my company," and "I often think of quitting my job" by using the previous study (Kim *et al.*, 2007) ($\alpha = 0.77$, Study 1; $\alpha = 0.62$, Study 2 and $\alpha = 0.90$, Study 3).

Employee advocacy. Adapted from Kim and Rhee (2011) and modified, employee advocacy was evaluated by five-point (Study 1 and Study 2) and seven-point (Study 3) Likert scales with each study using slightly different items. Study 1 used four items: "Recently, I argued with acquaintances in terms of my company's issues," "Recently, I argued with people who picked on my company," "I feel bad about my colleagues who keep silence or accord with fake news about our company," and "I certainly argue against emotional or biased criticism of our company or business" ($\alpha = 0.67$, Study 1). Study 2 used two items: "I have argued with people who criticize our company/organization," and "I have recently posted positive comments or advocacy on the internet about our company (service)," ($\alpha = 0.57$, Study 2). The three items used in Study 3 were "I have made efforts to persuade angry publics in favor of my organization," "In the recent past, I fought for my organization against people who attacked my organization," and "In the recent past, I have argued against any prejudices that I have heard against my organization," ($\alpha = 0.93$, Study 3).

Control variables. Lastly, participants' position at work (e.g. junior level and manager level), their years of working at the company, the size of company (employees' number in Study 1, one of the five largest corporations or not in Study 2), and demographic information (gender and education) were included in the analysis.

Results

For each sample, a series of hierarchical multiple regression analyses were conducted by using STATA 16.1. Two types of workplace conflicts (interpersonal and organizational) and two strategic managements (inclusive management and symmetrical communication) were included in Model 1, and the interaction terms of workplace conflicts and strategic managements were added to Model 2.

Study 1

Study 1 used the samples which had a variety of company types and sizes. H1 and H2 predicted that workplace conflict will increase job turnover intentions and employee advocacy. Results showed that both interpersonal and organizational conflicts increased the

job turnover intentions ($\beta_{\text{interpersonal}} = 0.23$, and $\beta_{\text{organizational}} = 0.14$, $p < 0.001$) and employees' advocacy ($\beta_{\text{interpersonal}} = 0.13$ and $\beta_{\text{organizational}} = 0.24$, $p < 0.001$). Thus, H1 and H2 were supported.

H3 and H4 proposed that symmetrical communication and inclusive management would increase employee advocacy, yet decrease job turnover intentions. Findings displayed that symmetrical communication and inclusive management increased employee advocacy ($\beta_{\text{symmetrical}} = 0.27$ and $\beta_{\text{inclusive}} = 0.23$, $p < 0.001$) and decreased employees' job turnover intentions ($\beta_{\text{symmetrical}} = -0.14$ and $\beta_{\text{inclusive}} = -0.15$, $p < 0.001$; see Table 1). Thus, H3 and H4 were supported.

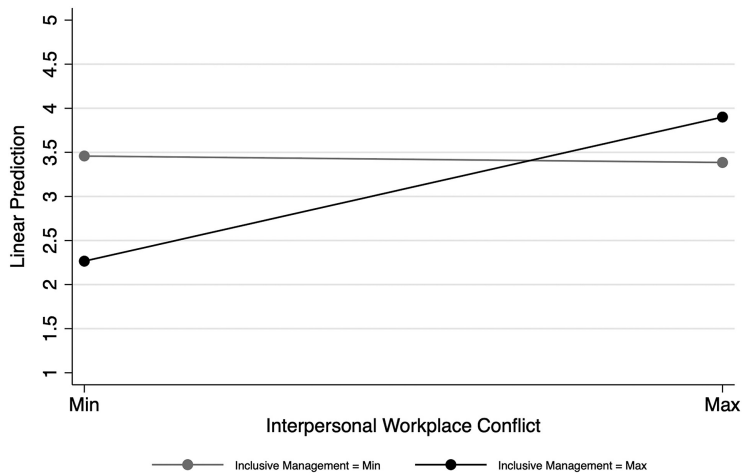
RQ1 inquired as to the relative effectiveness of symmetrical communication and inclusive management on employee advocacy and job turnover intentions in relation to two types of workplace conflict (i.e. interpersonal and organizational). To explore this, we included a total of four interaction terms between management strategies (symmetrical communication and inclusive management) and workplace conflict types (interpersonal and organizational) in Model 2. The results exhibited that the interaction coefficient of inclusive management and interpersonal conflict was significantly positive in job turnover intentions ($\beta_{\text{inclusive} \times \text{interpersonal}} = 0.10$ and $p < 0.05$). Figure 1 displays the interaction effect. It seems that although inclusive management has some soothing effects on job turnover intentions, after some point,

	Job turnover intentions				Employee advocacy			
	Model 1		Model 2		Model 1		Model 2	
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
Interpersonal workplace conflict (IWC)	0.232***	(4.77)	0.229***	(4.70)	0.132**	(2.94)	0.137**	(3.03)
Organizational workplace conflict (OWC)	0.141**	(2.93)	0.127**	(2.64)	0.241***	(5.40)	0.238***	(5.32)
Symmetrical communication (SM)	-0.141***	(-3.57)	-0.127**	(-3.16)	0.265***	(7.27)	0.276***	(7.40)
Inclusive management (IM)	-0.145***	(-3.72)	-0.147***	(-3.77)	0.230***	(6.37)	0.225***	(6.19)
SM × IWC	-	-	0.049	(0.96)	-	-	0.077	(1.65)
IM × IWC	-	-	0.096*	(2.03)	-	-	-0.082	(-1.87)
SM × OWC	-	-	0.024	(0.47)	-	-	-0.041	(-0.85)
IM × OWC	-	-	-0.061	(-1.26)	-	-	0.045	(1.01)
Female = 1	0.004	(0.09)	0.001	(0.03)	-0.035	(-0.96)	-0.034	(-0.92)
Age	-0.156***	(-3.41)	-0.152***	(-3.34)	-0.018	(-0.43)	-0.02	(-0.48)
Education	-0.027	(-0.70)	-0.03	(-0.79)	-0.054	(-1.54)	-0.05	(-1.46)
Working years at workplace	-0.015	(-0.36)	-0.015	(-0.35)	0.019	(0.50)	0.017	(0.42)
Major companies = 1	-0.022	(-0.52)	-0.021	(-0.50)	0.081*	(2.06)	0.080*	(2.08)
Rank	0.005	(0.11)	0.008	(0.18)	0.194***	(4.93)	0.2***	(5.08)
<i>N</i>	600		600		600		600	
<i>R</i> ²	0.219		0.231		0.33		0.336	
Adj. <i>R</i> ²	0.206		0.212		0.319		0.32	
<i>F</i>	16.50		12.53		29.06		21.11	

Note(s): * $p < 0.05$, ** $p < 0.01$ and *** $p < 0.001$

Table 1.
The effects of conflict management strategies on employee advocacy and job turnover intentions (Study 1)

Figure 1.
The effects of inclusive management and interpersonal workplace conflict on job turnover intentions (Study 1)



if an employee thinks that the level of interpersonal conflict is too high, the inclusive management may increase the likelihood of the employee's potential departure.

Study 2

Study 2 results were mostly consistent with those from Study 1, except for the case of organizational workplace conflict. Organizational workplace conflict was found to increase job turnover intentions ($\beta_{\text{organizational}} = 0.23$ and $p < 0.001$) yet did not have a significant impact on employee advocacy ($\beta_{\text{organizational}} = 0.10$ and $p > 0.05$). However, as shown in Study 1, interpersonal workplace conflict significantly increased job turnover intentions ($\beta_{\text{interpersonal}} = 0.28$ and $p < 0.001$) and employee advocacy ($\beta_{\text{interpersonal}} = 0.17$ and $p < 0.01$). Thus, H1 was supported, and H2 was partially supported.

In addition, symmetrical communication and inclusive management decreased job turnover intentions ($\beta_{\text{symmetrical}} = -0.19$; $\beta_{\text{inclusive}} = -0.19$, $ps < 0.001$) and increased employee advocacy ($\beta_{\text{symmetrical}} = 0.21$; $\beta_{\text{inclusive}} = 0.21$, $ps < 0.01$), supporting H3 and H4.

Regarding RQ1, Study 2 did not show any significant results (see Table 2).

Study 3

In terms of the impacts of workplace conflicts, both interpersonal and organizational conflicts increased job turnover intentions ($\beta_{\text{interpersonal}} = 0.40$, $p < 0.001$ and $\beta_{\text{organizational}} = 0.14$, $p < 0.05$) and employees' advocacy ($\beta_{\text{interpersonal}} = 0.24$; $\beta_{\text{organizational}} = 0.21$ and $p < 0.01$), which support H1 and H2.

In addition, the result revealed that symmetrical communication led to increased employee advocacy ($\beta_{\text{symmetrical}} = 0.27$ and $p < 0.001$) and decreased job turnover intentions ($\beta_{\text{symmetrical}} = -0.34$ and $p < 0.001$; see Table 3). However, inclusive management did not significantly affect employee advocacy and job turnover intentions. Thus, H3 was supported, but H4 was not supported.

In testing RQ1, Study 3 showed the same pattern as Study 1. In Model 2, the interaction of inclusive management and interpersonal workplace conflict was found to be significant ($\beta_{\text{inclusive} \times \text{interpersonal}} = 0.16$ and $p < 0.001$). Figure 2 shows the interaction pattern more in detail. Similar to Figure 1, inclusive management had some mitigating effects on job turnover intentions, but after a certain level of conflict, more inclusive management seemed to promote

	Job turnover intentions				Employee advocacy			
	Model 1		Model 2		Model 1		Model 2	
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
Interpersonal workplace conflict (IWC)	0.278 ^{***}	(5.42)	0.239 ^{***}	(4.28)	0.172 ^{**}	(2.77)	0.192 ^{**}	(2.82)
Organizational workplace conflict (OWC)	0.227 ^{***}	(4.04)	0.268 ^{***}	(4.50)	0.096	(1.42)	0.074	(1.01)
Symmetrical communication (SM)	-0.192 ^{***}	(-3.35)	-0.198 ^{***}	(-3.46)	0.206 ^{**}	(2.97)	0.211 ^{**}	(3.01)
Inclusive management (IM)	-0.190 ^{***}	(-3.49)	(-0.164 ^{**})	(-2.96)	0.204 ^{**}	(3.09)	0.186 ^{**}	(2.75)
SM × IWC	-	-	-0.121	(-1.75)	-	-	0.077	(0.91)
IM × IWC	-	-	-0.010	(-0.14)	-	-	-0.003	(-0.03)
SM × OWC	-	-	0.088	(1.39)	-	-	-0.027	(-0.36)
IM × OWC	-	-	0.052	(0.82)	-	-	-0.061	(-0.78)
PR Team = 1	-0.128 ^{**}	(-2.83)	-0.130 ^{**}	(-2.86)	0.276 ^{***}	(5.04)	0.276 ^{***}	(4.97)
<i>N</i>	285		285		285		285	
<i>R</i> ²	0.429		0.439		0.172		0.178	
Adj. <i>R</i> ²	0.419		0.421		0.157		0.151	
<i>F</i>	41.92		23.94		11.57		6.611	
Note(s):	* <i>p</i> < 0.05, ** <i>p</i> < 0.01 and *** <i>p</i> < 0.001							

Table 2.
The effects of conflict management strategies on employee advocacy and job turnover intentions (Study 2)

employees' job turnover intentions. This threshold was much higher in the US dataset than in the South Korean dataset. In Figure 2 (the US), the point where the two lines crossed was much closer to the lower level of conflict, whereas, in Figure 1 (South Korea), it was closer to the higher level of conflict. It seems that employees in South Korea are more tolerant of interpersonal workplace conflict, compared to those in the USA.

Discussion

The analysis using cross-national data suggested that workplace conflicts and symmetrical communication would affect employees' advocacy and job turnover intentions, although there were some mixed findings.

Across all three study samples, workplace conflict at the interpersonal level led to increased employee advocacies. Workplace conflict at the organizational level was also positively associated with employee advocacy in both Study 1 and Study 3 US sample, but was not in Study 2. This may indicate that, in considering employee advocacy, conflict is ultimately presupposed. Without a conflict, there is no reason to defend a problematic situation as a member of the organization. Consequently, a large number of complaints can result in more situations in which someone has to defend their organization or team.

This demands a new understanding of employees' advocating behaviors, as advocacy cannot always be seen as a positive sign. We conceptualized employee advocacy in this study as employees' engagement in efforts to speak up (for themselves or for their organization), to argue and to persuade others in times of conflict. It is possible that a high level of internal disagreements or external criticisms may activate the employees' defense mechanism (Zhang and Kim, 2017), which in turn contributes to a high level of employee advocacy. Conversely, as this study is a survey (without a causal relationship), it could also be possible that high

	Job turnover intentions				Employee advocacy			
	Model 1		Model 2		Model 1		Model 2	
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
Interpersonal workplace conflict (IWC)	0.396***	(6.11)	0.361***	(5.65)	0.242**	(3.31)	0.236**	(3.19)
Organizational workplace conflict (OWC)	0.136*	(2.13)	0.118	(1.88)	0.212**	(2.95)	0.200**	(2.77)
Symmetrical communication (SM)	-0.338***	(-7.92)	-0.297***	(-6.48)	0.271***	(5.64)	0.289***	(5.44)
Inclusive management (IM)	0.023	(0.54)	0.007	(0.15)	-0.031	(-0.63)	-0.016	(-0.77)
SM × IWC	-	-	0.048	(0.80)	-	-	0.13	(1.87)
IM × IWC	-	-	0.156**	(2.75)	-	-	-0.044	(-0.67)
SM × OWC	-	-	0.104	(1.59)	-	-	-0.018	(-0.24)
IM × OWC	-	-	-0.070	(-1.18)	-	-	0.013	(0.19)
Female = 1	-0.016	(-0.40)	-0.020	(-0.53)	-0.003	(0.07)	-0.003	(0.06)
Age	0.021	(0.49)	0.041	(0.99)	-0.071	(-1.46)	-0.064	(-1.31)
Education	0.009	(0.22)	0.018	(0.46)	0.066	(1.45)	0.064	(1.41)
Working years in workplace	-0.170***	(-3.88)	-0.171***	(-4.01)	0.005	(0.11)	-0.001	(-0.02)
Size of workplace	0.001	(0.01)	0.007	(0.17)	0.044	(1.00)	0.042	(0.94)
Rank	-0.058	(-1.37)	-0.083*	(-1.97)	0.089	(1.86)	0.091	(1.87)
<i>N</i>	381		381		381		381	
<i>R</i> ²	0.449		0.488		0.301		0.312	
Adj. <i>R</i> ²	0.434		0.468		0.282		0.286	
<i>F</i>	30.14		24.87		15.94		11.85	

Table 3.
The effects of conflict management strategies on employee advocacy and job turnover intentions (Study 3)

Note(s): **p* < 0.05, ***p* < 0.01 and ****p* < 0.001



Figure 2.
The effects of inclusive management and interpersonal workplace conflict on job turnover intentions (Study 3)

employee advocacy may be associated with a high level of workplace conflict. More research is needed to further clarify this relationship.

Study 2 (one company, South Korea) did not show the significant relationship between workplace conflict and employee advocacy but revealed that public relations employees were more likely to advocate than research center employees. The reason could be that employees from the two departments in the dataset were completely different. The public relations team are more exposed to the organizational issues because the team's major function is to handle the organizations' crises. On the other hand, the research center team is barely affected by the external issues as the employees (mostly researchers) only focus on the R&D process. This big gap in the function could offset the effects of organizational conflicts on employee's advocacy.

Findings also indicate that both levels of workplace conflict led to increased job turnover intentions (except for Study 3 US sample where organizational-level workplace conflict was not associated with job turnover intentions). As frequent conflicts may lead to an increased need for advocacy, increased workplace conflict can be tiring for employees, leading to job turnover intentions.

In conclusion, it can be reasoned that if conflict is not resolved and instead accumulates, job turnover also increases. These links have not been validated by this study, and this cumulative effect of workplace conflict, which increases advocacy and job turnover, requires validation by further study. The different results for the Study 3 US sample could be because the US sample was male dominant and white dominant. This indicates that employees from the dominant majority in any society may not be affected as much by organizational-level workplace conflict as those from relatively diverse backgrounds (e.g. gender diversity in the Study 1 South Korean sample). However, additional research is needed to understand this relationship in the light of racial/ethnic diversity.

In terms of management strategies, symmetrical communication successfully increased employee advocacy behaviors but decreased their job turnover intentions across all three studies. These results suggest that, when organizations implement symmetrical communication, it creates an organizational communication culture that emphasizes thoughtful debates of issues, listening to others' perspectives, and making decisions for the common good. This would eventually lead to healthy employee advocacy and communication, but decrease employees' intentions to leave the company.

However, it is interesting to note that inclusive management only led to increased employee advocacy and decreased job turnover intentions in the South Korean samples but not in the US sample. Inclusive management increases employee access to essential decision-making information and increases the likelihood that employees feel that they are a critical part of the organizational decision-making process. This eventually also contributes to healthy advocacy behaviors and reduces turnover behavior.

Previous studies indicate that inclusive management is more effective in heterogeneous workgroups as it increases the exchange of unique perspectives, contributes to innovations and reduces turnover (Moon, 2018; Shin and Zhou, 2007). One possible explanation for the result is that the South Korean samples collected coworkers with a balance of gender differences (indicating gender diversity and heterogeneity in the workplace) while the US sample is predominantly male and white. Though it is unknown whether the US respondents have (racial or gender) diverse heterogeneous workplaces, the result might suggest that inclusive management are less effective on employees in dominant gender and racial groups in a society. Further research is needed to investigate the relationship between workplace diversity, inclusive management and employee (advocacy and turnover) behaviors in international contexts.

In addition, the study examined the behavior of employees according to types of conflict, suggesting that further research on workplace conflict types is needed. For example, in the

study's moderation effect results (in Study 1 and Study 3), on the one hand, if an interpersonal conflict exists but remains low, a high level of inclusive management significantly lowered job turnover intentions. On the other hand, when an interpersonal conflict is high, high inclusive management will eventually create higher levels of job turnover intentions. These results indicate that while inclusive management is a positive strategy to reduce workplace conflicts and prevent negative ripple effects, if interpersonal conflict becomes excessive, inclusive management will have a negative boomerang effect. This result is consistent with previous research results that inclusive management often plays a moderating role when it comes to mitigating different workplace characteristics' effects on turnover intentions (Moon, 2018). Therefore, when practitioners use inclusive management as a strategy to coordinate workplace conflict, it requires a delicate approach and calls for careful monitoring of the level of interpersonal workplace conflict.

Theoretical and practical implications

The study provided both theoretical and practical implications for employee communication and management. First, there has not been much scholarly or practical interest in interpersonal conflict among employees or organizational level conflicts. Our study adds to the existing literature that both types of workplace conflict have a significant impact on employee advocacy and job turnover. As we demonstrated via this study, the power of workplace conflict is huge. Organizations should monitor the stress that employees receive from both interpersonal relationships as well as internal/external organizational crises and attempt to manage workplace conflicts. To note, our study is the first to articulate these different workplace conflicts conceptually and operationally at a team level (among internal stakeholder) and an organization level (in relation to external stakeholders) and to examine their relative effects on employee (communication) behavior.

Second, the two strategies, symmetrical communication and inclusive management, are presented as forms of constructive communication management to vitalize employees' work lives. However, simply practicing symmetry and inclusivity will not guarantee a drastic reduction of workplace conflicts and solutions to all issues. It is possible that the company's culture could be worsened if these practices go beyond a certain level. Hence, it is highly necessary to carefully consider and understand the type of conflicts the employees are facing in a management situation. Instead of solely regarding workplace conflict unidimensionally, a metastrategy that takes an analytical approach by conflict type and strategy would be required. Further research could examine the extent to which a company's culture is symmetrically and implicitly applied.

Third, symmetrical communication has been known as a powerful preventive or resolution management strategy for conflicts of a variety of settings. However, social inclusion has risen as another demanding managerial strategy to redress the problems inherent to diversity, exclusion and inequality.

We also attempted to compare differences and similarities between symmetrical communication and inclusive management. Few studies have conceptualized these concepts theoretically and operationally before our studies. In the present study, we identified three key components: identification, legitimatization and engagement. We then develop a new measurement system reflecting the three dimensions using the conceptual explication for inclusive management. This way other researchers can utilize the distinct and relative contributions of two managerial and leadership strategies for internal and external stakeholders for their remedial effects on key organizational performances (e.g. conflicts, relationships, loyalty, megaphoning and job turnovers).

Finally, by comparing across three datasets and two countries, this study discovered that organizational, departmental and employee diversity backgrounds may play an important

role in the relationship between the two management/communication strategies and employee behaviors. These results indicate that organizations need to take these factors (i.e. type of organization, type of department within the organization and employees' diverse backgrounds) into consideration when managing workplace conflict and applying the two management and communication strategies.

Limitations and future research

Although the study provides insights about the workplace conflicts and strategic communication management, there are some limitations to the study. First, this study used different scales or items. As South Korean studies used the secondary data from the corporation, findings from the US data were not fully comparable with those from Korean data. The comparable cross-national data would be more recommendable for the future study although the consistent findings with the different items strengthen the robust pattern of findings.

Second, there are some new measurements developed such as workplace conflicts and inclusive management. In future study, those items should be retested for cross validation. However, we used these items for a heterogeneous nature of samples (different countries, multiple companies and one company). The consistent patterns from these samples could partially legitimize the new measurements.

Third, through three studies in two countries and different types of organizations, this study discovered organizational, employee and cultural level discrepancies when it comes to the relationship between workplace conflict, management strategies, turnover intentions and employee advocacy. As our interpretations of the results are limited by the dataset collected, future research should test these relationships in more contexts to explore how characteristics of organizations and employees, and cultural differences may affect these relationships.

Lastly, this research was not possible to clearly explain the linkage between workplace conflict, employee advocacy and job turnover intentions. An investigation in an empirical setting (e.g. experiments) to find the mechanism for workplace conflict to increase advocacy and job turnover intentions will merit further consideration.

Conclusion

Workplace conflict is ubiquitous. Organizing people toward common goals and tasks awakens inherently misaligned individualities among them. If the problem is unavoidable, leaders and management must find problem-solving strategies. Viewing employees as the most strategic constituency for an organization, we seek out two possible strategies from the strategic behavioral perspective in public relations. We focus on the *modus operandi* of communication with employees and management value systems in decision situations. Symmetry and inclusion are the core values of what makes organizations more effective and ethical, according to the IABC Excellence study (Grunig *et al.*, 2002). We use the two values of symmetry and inclusion and examine whether management strategies based on them could decrease or moderate unavoidable workplace conflict.

The findings are encouraging. Symmetrical communication and inclusive management have effects on employee retention and their voluntary advocacy when organizations experience trouble. Furthermore, these effects on employees are salient regardless of the types of workplace conflicts they encounter. Achieving symmetry and inclusion is an effective managerial practice for internal conflict management. However, depending on the type and level of strategy, these effects could be differentiated, so it is important to design delicate strategies for the management of workplace conflicts. Finally, employee advocacy

could be transformed into either positive or negative outcomes, which also promotes the need for delicate monitoring at the organizational level.

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