



Internal Dialogue and Organizational Conflicts: What Impact on Human Resource Effectiveness ?

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Abstract

Most experts who study human resource management agree that communication, particularly internal communication, is a key factor in the success of management processes and strategies implemented by organizations. Internal communication is therefore the ability of all stakeholders within a company to communicate with each other, on the one hand, and to maintain a good working atmosphere among team members, on the other (Hersey, P. et al, 1969).

This paper aims to study the effectiveness of internal communication within a Moroccan public institution and to determine its impact on conflict management and the maintenance of human resources (HR) performance. To do this, we will begin by studying the key concepts of the article, then we will describe the relationship between internal communication, conflict management, and performance.

Keywords: internal communication, conflict management, human resources performance.

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I. Introduction

Internal communication is a central pillar of human resource management. It is not limited to the transmission of operational information: it also contributes to employee motivation and the maintenance of an organizational culture specific to the company (Robbins & Jude, 2018). Within organizations, it plays a major role in creating, maintaining, and renewing a productive and self-regulating community.

Essential to organizational life, high-quality internal communication helps improve the functioning of structures by strengthening the sense of belonging, promoting a harmonious social climate, and consolidating relations between employees and management. Furthermore, communication and conflict are two closely linked realities in the life of organizations: conflict cannot exist without communication, and it can even broaden its scope and reach (Décaudin et al., 2009).

Internal communication is therefore central to the process of managing and implementing organizational strategies. It responds to a need for belonging and promotes a climate of trust and cooperation between individuals and departments (Lamzet&Silem, 1997).

In this context, this article aims to analyze the impact of internal communication on conflict management and employee performance. More specifically, it seeks to answer the following question: **What role does internal dialogue play in regulating organizational conflicts and maintaining the long-term effectiveness of human resources?**

For this work, we adopt an epistemological postulate of modified positivism. In order to answer our question, this article will be divided into two parts. First, we will examine the definition of the three key concepts of this scientific paper, namely internal communication, conflict management, and human capital performance. Next, we will analyze the role of internal communication in conflict management and HR performance.

1- Internal communication, conflict management, and performance: a review of the literature

1-1 Internal communication

Internal communication is considered an essential element of management, encompassing all actions designed to motivate employees and improve the social climate. Internal communication consists of exchanging messages within the company, whether in person or remotely, with or without the aid of media (Balle, F., 1998). In addition, the exchange and circulation of information between employees contributes to the development of collective intelligence. Furthermore, good communication promotes transparency within the organization and cohesion between the company's objectives and the principles and values of its staff (Cobut, Donjean, 2015).

In order to achieve the objectives of internal communication, it is essential to combine and align three main categories: informing, motivating, and uniting (D'Almeida, N., & Libaeret, T., 2004). On the other hand, the objective of internal communication is to manage the issue of information demand and supply (Detrie, P, Broyez, C, 2001). This means that the company's offer, through its project or the message it wishes to share with its employees, must meet the demands of its employees and be consistent with their objectives. This implies that information is a factor in strengthening trust between employees and their organization. Provided that this information flows in all directions, both upward and downward. Information must therefore be shared with company staff before being shared externally, with the aim of creating team spirit and effective internal communication.

Internal communication is seen as a tool for internal adherence to company values and a means of better management (Decaudin, et al, 2009). There are various means and tools for internal communication, and we can distinguish between three types: written means, oral means, and recent trends.

Table 1 :Internal communication tools

Means of Internal Communication	Supports
Written	• Company newsletter • Press review • Memo • Suggestion box • Notice board • Meeting minutes
Oral	• Contact information • Individual interview • Meeting
Recent Trends	• Electronic communications • Intranet

Source : Ourselves

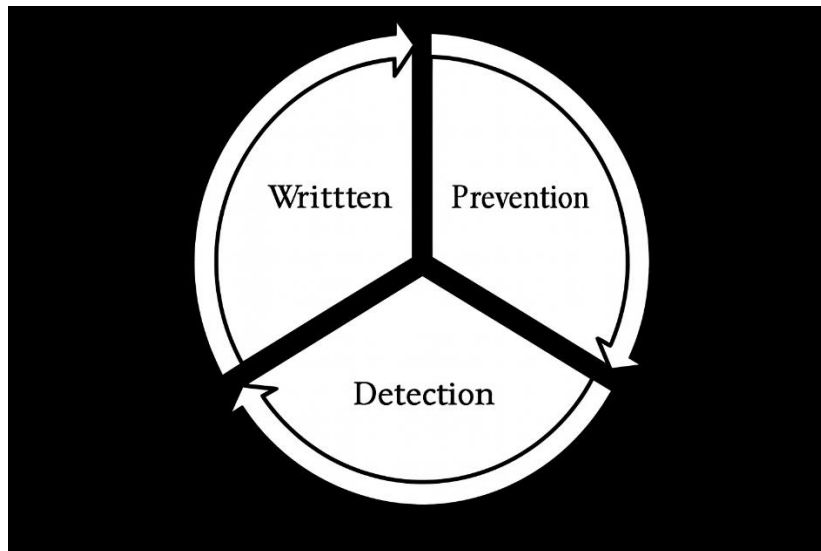
According to Table 1 above, internal communication tools can be divided into three categories. First, there are written tools, which are both one of the central elements of internal communication difficulties and one of the factors for success. Next, oral communication tools cannot be received without listening and analysis from the target audience. This is the basis for all message development and serious evaluation of communication actions, and is therefore the essential tool for verifying the extent to which objectives have been achieved. Finally, recent trends include intranets and electronic communication, which are based on the exchange of digital data by electronic means.

1-2 Conflict management

From the 17th century onwards, the term conflict has been applied to interpersonal relationships, being considered as an "internal dualism." By extension, the word conflict refers to possible antagonism in various areas such as intellectual, moral, emotional, social, legal, and psychological (Rey, A, 2000). Conflict is struggle, combat, i.e., open confrontation, sometimes armed, and thus signifies the clash of opposing feelings or interests. In fact, conflict is a kind of misunderstanding that can arise between employees and their managers, or even with senior management. It can be caused by misinterpretation of information or limited communication in strategy (Boudon. R., et al, 2012).

Conflict management involves finding a solution to a given problem. It relies primarily on negotiation, which consists of following a process of steps to reach the coordination phase. In the context of conflict management, negotiation allows things to be organized and the issues at stake for each party in the conflict to be defined, with the aim of reaching a solution that is satisfactory for all parties (Pruitt, D., 1981). Conflict management can be divided into three categories. The three categories of conflict management are grouped together below in a cycle, with the aim of eliminating conflicts and, above all, preventing them.

Diagram 1: Categories of conflict management



Source: Bouma and Velthuijsen, 1994

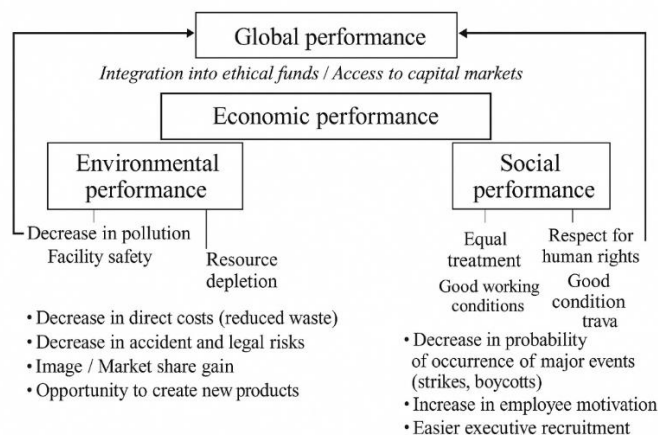
The approach proposed by Bouma and Velthuijsen (1994) for identifying conflicts involves a three-stage cycle (Figure 1): prevention, detection, and resolution. Prevention consists of finding ways and techniques to prevent conflicts. Detection is essential for conflict management; it assumes that conflicts will arise and allows methods for identifying them to be determined. Offline conflict detection allows potential conflicts to be located during specification, design, or implementation. Online conflict detection, on the other hand, is applied during the testing phase or after deployment.

Once conflicts are detected, conflict resolution focuses on mechanisms to minimize their potential negative effects.

1-2 Performance

Performance is an important element within a company. Performance in the workplace is explained by measurement and management tools. The word performance comes from the English verb “to perform,” which means to accomplish. It is therefore a concept that measures the effectiveness and evolution of a given variable over a defined period of time (finance, customer satisfaction, etc.) (Lebas, 1995). Furthermore, the performance of an organization is defined as the achievement of organizational objectives, regardless of the nature and variety of these objectives. This achievement can be understood in the strict sense (result, outcome) or in the broad sense of the process that leads to the result (action). In summary, we can say that performance is a polysemic concept that is complex and difficult to define. However, authors agree that it combines both effectiveness and efficiency (Bourguignon, 2000).

Figure 1: The different components of overall performance



Source: Reynaud, 2003

According to Reynaud's model (2003) (Figure 1), overall performance combines environmental and social performance. The social performance aspect relates to employees and customers. The latter places human capital at the center of the approach by focusing on the management of intangible assets, particularly intellectual capital as a real driver of value creation.

2- The role of internal communication in conflict management: what impact does it have on HR performance?

2-1 Conflict management: what role does internal communication play?

The need to manage conflicts within an organization is a daily occurrence. There are many ways to respond to a conflict, but the primary objective is to find a genuine resolution, i.e., to eliminate the underlying causes of the conflict (Carre, 2004). Effective internal communication is a set of techniques for identifying and description of strategies that can be used to manage and resolve conflicts constructively. These could include active listening, negotiation, and emotion management (Smith, J., & Johnson, M. 2018). The importance of internal communication in effective conflict management within organizations explores how transparent, open, and effective communication can help prevent conflicts, resolve them in a way that strengthens organizational cohesion, and manage conflicts proactively and positively (Dupont, A., 2015).

The content of communication and how it is understood creates either positive or negative relationships between people. A communicator who knows and understands these predispositions is likely to get their message across effectively. The DESC conflict resolution method is a communication tool used to deal with problems or conflicts in business or personal relationships. According to BEYRIES Vincent (2012), the process proceeds as follows:

Describe: this means recounting a situation or behavior using concrete, observable facts. This description should be simple and concise.

Express: your feelings and emotions, or even your disagreement with the situation. Expressing your feelings will bring sincerity to the relationship. But to do this, you need to learn to verbalize them without exaggeration. Using "I" rather than "you" can help considerably.

Specify: clearly state your expectations or the behaviors/attitudes that need to be changed or modified.

Consequences: explain the positive implications that would result if the "specification" were properly implemented and the disadvantages if the situation remains unchanged.

2-2 Internal communication and HR performance

Communication is not just about exchanging information, but rather about knowing how to establish and maintain trust and ongoing exchange (Colletette et al., 2003). In the same vein, Bareil and Savoie (2002) assert that well-informed people understand that the future of the organization will affect the improvement of organizational performance. Internal communication is undoubtedly a key factor in the performance of any organization, and is considered a performance lever that promotes the sharing of information with company staff. It therefore helps to improve relationships. Establishing effective communication increases opportunities for creating new knowledge that is useful for performance management.

Internal communication is a means of carrying out our daily work within the company. It not only enables us to resolve administrative issues, but also has a positive impact on the organization's economic performance. The benefits of internal communication are levers for economic performance. Informing means transmitting and circulating information, then involving and motivating. It is about developing a sense of belonging, creating a spirit of enterprise, maintaining a climate of trust and esteem, and enabling employees to fulfill themselves and develop through their work. Next, uniting employees around common values, helping them understand the company's strategy, and getting them to buy into it are essential to economic performance today (Cobut, Donjean, 2015).

II. Conclusion

The positive impact of internal communication on conflict management and improved employee performance. We thus confirm that internal communication has a positive effect on creating a good working environment among employees (D'Almeida N. & Libaert, T., 2004), which leads to fewer conflicts and better performance.

Our study revealed several significant findings. First, it is clear that internal communication plays a crucial role in a good social climate at work and in HR performance. Approximately 58% of employees felt that communication impacts the work climate and environment, leading to the anticipation of conflicts.

Ultimately, at the end of this study on internal communication, conflict management, and maintaining performance, we became familiar with the concepts of internal communication and conflict management. We can therefore say that for internal communication to be effective within an organization, it is vital that it focuses on performance and good internal harmony. This can be achieved by putting in place a structure that takes into

account overall conflict management, adequate resources, and communication tools to ensure good cohesion between the various stakeholders in the organization. It should be noted that there is no magic formula for conflict management. Above all, it is necessary to rely on solidarity and the participation of all those involved. Therefore, in order to strengthen social cohesion between the various actors, it is necessary to rely on communication to ensure the success of the desired objectives (Smith, J., & Johnson, M., 2018).

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