

Impact of Teamwork and Conflict Management on Growth Mind-Set and Team Communication in Nepalese Organizations

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Abstract

This study examines the impact of teamwork and conflict management on growth mind-set and team communication in Nepalese organizations. Team communication and growth mind-set are the dependent variables. The selected independent variables are team work, employee's motivation, employee relation, team conflict and conflict management. The primary source of data is used to assess the opinion of respondents regarding team work, employee's motivation, employee relation, team conflict, conflict management, team communication and growth mind-set. The study is based on primary data of 125 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of teamwork and conflict management on growth mind-set and team communication in Nepalese organizations.

The study showed a positive impact of teamwork on team communication and growth mind-set. It indicates that teamwork enhances the team communication and growth mind-set. Similarly, the study showed a positive impact of employee motivation on team communication and growth mind-set. It indicates that a motivated team can overcome challenges more effectively than a less motivated one that leads to increase in team communication and growth mind-set. Likewise, the study showed a positive impact of employee relation on team communication and growth mind-set. It indicates that positive relationships among team members enhance team communication and growth mind-set. Further, the study showed a positive impact of team conflict on team communication and growth mind-set. It indicates that conflict within teams can lead to increase in problem-solving capacity because of effective team communication and growth mind-set. In addition, the study showed a positive impact of conflict management on team communication and growth mind-set. It indicates that effective conflict management strategies improve team communication and growth mind-set.

Keywords: team work, employee's motivation, employee relation, team conflict, conflict management, team communication, growth mind-set

1. Introduction

Teamwork is crucial in software development. A recent book on teams in software development states that 'the speed, frequency, complexity, and diversity of changes needed for modern software-rich systems means that teams are essential' (Skelton and Pais 2019). Although teamwork is crucial, studies of software development teams report challenges with communication, coordination, learning, prioritizing work tasks, team orientation, and team leadership (Moe *et al.*, 2010). Masimula *et al.* (2021) pointed out that people who work together to achieve a common goal and are interdependent on each other. Likewise, Trincherro *et al.* (2020) mentioned that it is a group of two or more people who work together to achieve a common goal by interacting with each other. Work team effectiveness in higher education institutions is essential for the development and achievement of institutional objectives, encompassing both academic and administrative employees in activities ranging from teaching to administrative management (Ogunsakin, 2024). Work team effectiveness is not only measured by the achievement of goals, but also by the quality of results, the satisfaction of the team's members, and their ability to adapt and work cohesively (Wagner and Hollenbeck 2020). Traditionally, WTE has been defined as the ability of a team to achieve high levels of performance and satisfaction, maintaining a balance between the quality of

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results and the satisfaction of its members. This definition has evolved, incorporating aspects such as adaptability, resilience, and innovativeness, reflecting the health and well-being of team members (Keir *et al.*, 2020).

Work team effectiveness facilitates complex problem-solving, fosters innovation, and improves cohesion and internal communication, which translates into greater organizational adaptability and resilience (Strode *et al.*, 2022). In addition, Work team effectiveness contributes to creating a positive and collaborative work environment, essential for talent satisfaction and retention, and for successfully implementing organizational strategies (Schmutz *et al.*, 2019). The ability to make decisions quickly and effectively, along with better distribution of responsibilities, is another key benefit of effective teams. Therefore, WTE is crucial in creating a competitive advantage in a globalized and competitive environment. Gutierrez *et al.* (2022) mentioned that it is where the effectiveness, fluency, comprehension, clarity, respect and sincerity of the information given and received are considered; this varies according to the attitude of the individual. A deep understanding of the factors that impact the effectiveness of a work team remains a challenge, especially in educational contexts in emerging economies such as Peru. This understanding is vital to respond quickly and innovatively to problems and challenges within and outside an institution that seeks to integrate principles for the integral development of its employees (Delgado *et al.*, 2019).

According to Mathieu *et al.* (2008), inputs are the resources, characteristics, and initial conditions that team members bring to the work process; they include skills, knowledge, individual motivations, and the organizational environment where the quality and quantity of these inputs are critical determinants of subsequent processes and team performance. Mediators (mediators) are processes and intermediate states acting between inputs and outputs, such as team cohesion, motivation, and emotional intelligence that influence how team processes transform from inputs to outputs and are often the focus of interventions designed to improve WTE. Processes emphasize emergent team states and are critical to WTE because they reflect the internal dynamics and quality of interactions among team members (Kozlowski, 2018). Team communication can be defined as an exchange of information, occurring through both verbal and nonverbal (e.g., email) channels, between two or more team members (Adams, 2007). Measures of team communication generally capture the degree to which team members feel the information received from team members was clear (Hoch and Kozlowski, 2014), the frequency with which they interacted. However, MacMillan *et al.* (2004) assessed complicating present understanding about the relationship between team communication and performance, team communication has been defined and evaluated in a variety of manners that do not necessarily align with the construct of information sharing. Team communication in dispersed teams has been identified as a key factor in team performance (Marlow *et al.*, 2017).

Conflict management becomes a key factor in determining how effectively teams can maintain open communication and sustain a growth-oriented environment. Conflict, an inevitable part of team dynamics, can either hinder or enhance communication, depending on how it is managed. According to De Dreu and Weingart (2003), task-related conflicts can be beneficial for teams when they are managed effectively, as they encourage diverse perspectives and lead to better decision-making. On the other hand, interpersonal conflicts, if not addressed properly, can negatively affect team communication and hinder the development of a growth mind-set, as team members may become more focused on personal disagreements rather than collective goals (Jehn, 1995). Gabarro (2020) examined how team communication and

conflict management practices influence performance in high-stakes environments. The study found that teams with open communication channels and a cooperative approach to conflict resolution were better able to meet deadlines, solve complex problems, and adapt to changing conditions. Similarly, Wang *et al.* (2022) stated that clear and frequent communication is especially important for remote teams, where misunderstandings and miscommunications can easily arise. They highlighted that virtual teams with effective communication channels are better able to manage conflicts and foster a growth mind-set among their members.

Chang *et al.* (2019) analyzed the impact of team communication and conflict management on the growth mind-set of employees in multinational companies. The study found that employees in teams with open communication channels and a positive approach to conflict are more likely to embrace challenges and focus on personal and collective growth. Similarly, Nelson and Roberts (2021) investigated the relationship between teamwork, conflict management, and the development of a growth mind-set. The study found that teams that adopted a cooperative approach to resolving conflicts are more likely to encourage individual members to engage in risk-taking behaviors, which is a key component of a growth mind-set. The study also demonstrated that collaborative approach to conflict resolution improved team communication by fostering an environment where feedback was valued and acted upon. Likewise, Johnson and Smith (2023) analyzed the pivotal role that conflict management practices play in shaping the organizational climate. The study found that teams that employ integrative conflict management strategies, where the focus is on mutual respect and finding shared solutions, contributed to a climate of openness and trust.

Wang *et al.* (2022) examined how team communication can be leveraged to support a growth mind-set, particularly in virtual and remote teams. The study found that clear and frequent communication, facilitated by modern communication technologies, played a pivotal role in mitigating the challenges posed by geographical distances. Similarly, Lee *et al.* (2022) assessed how conflict management styles influence team collaboration and performance. The study found that teams that adopted integrative conflict management approaches, emphasizing collaboration and open dialogue, were able to create a supportive environment conducive to both personal and collective growth. Likewise, Gabarro (2020) suggested that when team members communicate openly and honestly, they are more likely to identify opportunities for improvement, address weaknesses, and leverage collective strengths.

In the context of Nepal, Adhikari, (2017) analyzed the impact of conflict management on work environment. The study found that the lack of proper conflict management strategies in Nepalese organizations can contribute to an unhealthy work environment where unresolved issues fester and negatively impact team dynamics. The study also concluded that the absence of clear conflict management strategies can lead to frustration, disengagement, and decreased productivity.

The above discussion shows that empirical evidences vary greatly across the studies on the impact of teamwork and conflict management on growth mind-set and team communication in organizations. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the impact of teamwork and conflict management on growth mind-set and team communication in Nepalese organizations.

Specifically, it examines the relationship of team work, employee's motivation, employee relation, team conflict and conflict management with growth mind-set and team communication in Nepalese organizations.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 125 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on team work, employee's motivation, employee relation, team conflict, conflict management, team communication, and growth mind-set. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that team communication and growth mindset depends upon teamwork and conflict management. The dependent variables selected for the study are team communication and growth mindset. Similarly, the selected independent variables are team work, employee's motivation, employee relation, team conflict and conflict management. Therefore, the model takes the following form:

Team communication and Growth mind-set = f (team work, employees motivation, employees relation, team conflict, conflict management)

More specifically,

$$TC = \beta_0 + \beta_1 TW + \beta_2 EM + \beta_3 ER + \beta_4 TC + \beta_5 CM + e$$

$$GM = \beta_0 + \beta_1 TW + \beta_2 EM + \beta_3 ER + \beta_4 TC + \beta_5 CM + e$$

Where,

GM = Growth mindset

TM = Team communication

TW = Team work

EM = Employees motivation

ER = Employees relation

TC = Team conflict

CM = Conflict management

Team communication was measured using a 5-point Likert scale where the students were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Effective communication is crucial for our team's success and growth mind-set development", "I feel comfortable sharing my ideas and feedback within the team environment we have created together" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.879$).

Growth mind-set was measured using a 5-point Likert scale where the students were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Our team's culture encourages continuous learning

and improvement for all members”, “A growth mind-set is fostered through collaboration and shared knowledge among teammates” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.868$).

Team work was measured using a 5-point Likert scale where the students were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Teamwork enhances the overall performance of our projects”, “Collaboration among team members is essential for achieving our goals” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.887$).

Employee’s motivation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Collaboration among team members is essential for achieving our goals”, “Motivated employees contribute more effectively to team success” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.876$).

Employee relation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Positive relationships among team members enhance collaboration and productivity”, “Strong employee relations contribute to a positive work environment” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.875$).

Team conflict was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Conflict within teams can lead to improved problem-solving when managed well”, “Frequent conflicts can disrupt team dynamics and productivity negatively” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.865$).

Conflict management was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Effective conflict management strategies improve team communication significantly”, “I feel equipped to handle conflicts that arise within my team effectively” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.890$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Team work

Salas *et al.* (2015) analyzed the components that contribute to effective teamwork, identifying communication, trust, and shared goals as essential factors. The study found that high-functioning teams demonstrate clear roles, well-established norms, and mutual respect, which allow them to overcome challenges efficiently. Similarly, Kozlowski and Ilgen (2006) examined how team composition and dynamics impact overall team effectiveness. The study indicated that diverse teams, when managed well, tend to perform better due to the variety of perspectives they bring. Likewise, Johnson and Johnson (2017) assessed the impact of team-building exercises on group cohesion and performance. The study revealed that team-building activities significantly improve trust, communication, and cooperation among team

members. Such activities foster a sense of belonging and alignment with team goals, which boosts motivation and overall team effectiveness. Further, Zhao *et al.* (2021) concluded that virtual teams, although geographically dispersed, can be just as effective as in-person teams when they implement strong communication protocols and use collaboration tools effectively. Based on it, this study develops the following hypothesis:

H₁: Teamwork has a positive relationship with team communication and growth mind-set.

Employees' motivation

Wilson *et al.* (2012) emphasized the importance of leadership and communication in motivating employees. Similarly, Bakker and Demerouti (2017) indicated that employees are more motivated when they experience autonomy in their roles, receive constructive feedback, and have opportunities for skill development. Likewise, Latham and Pinder (2018) analyzed the relationship between goal setting and motivation. The study concluded that setting clear, achievable goals enhances employee motivation by providing direction and focus. Further, Kuvaas *et al.* (2019) analyzed the impact of organizational climate and communication practices on employee motivation. The study found that an open, transparent communication culture and positive organizational climate where employees feel valued are critical factors in fostering motivation. Based on it, this study develops the following hypothesis:

H₂: Employees' motivation has a positive relationship with team communication and growth mind-set.

Employees' relation

Smith and Patel (2020) explored how employee relations influence organizational culture. Their research concluded that when employee relations are managed effectively, it creates a work environment where trust and respect are cultivated. This, in turn, leads to reduced turnover rates, higher job satisfaction, and a positive work culture, all of which contribute to the organization's overall success. Similarly, Carter and Holland (2021) assessed the employee relations in the context of organizational change. The study concluded that during times of change, transparent communication and supportive employee relations practices were vital for maintaining employee engagement and minimizing resistance. The study also suggested that organizations that focus on clear communication and employee involvement in decision-making processes tend to experience more successful transitions. Based on it, this study develops the following hypothesis:

H₃: Employees relation has a positive relationship with team communication and growth mind-set.

Team conflict

Katz and Flynn (2013) explored the relationship between team conflict and leadership. The study found that leadership style plays a critical role in mitigating conflict within teams. Similarly, Fisher *et al.* (2016) assessed the conflict resolution strategies in virtual teams. The study found that virtual teams often experience more communication barriers and misunderstandings, which can lead to increased conflict. Based on it, this study develops the following hypothesis:

H₄: Team conflict has a positive relationship with team communication and growth mind-set.

Conflict management

Rahim (2017) examined the different conflict management styles and their impact on

organizational outcomes. The study found that managers who adopt a collaborative approach to conflict resolution where all parties work together to find a win-win solution tend to achieve better long-term outcomes in terms of employee satisfaction, trust, and productivity. Similarly, De Dreu and Gelfand (2008) assessed how conflict management strategies influence team dynamics. The study revealed that cooperative conflict management, where individuals focus on resolving issues through communication and compromise, enhances group cohesion and performance. Likewise, Thomas and Kilmann (2008) showed that while collaborating and compromising are the most effective strategies for maintaining long-term positive relationships, avoiding and competing tend to result in unresolved conflicts that can damage workplace harmony. Based on it, this study develops the following hypothesis:

H₅: Conflict management has a positive relationship with team communication and growth mind-set.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients

This table presents Kendall's Tau coefficients between dependent variables and independent variables. The correlation coefficients are based on 125 observations. The dependent variables are TC (Team communication) and GM (Growth mindset). The independent variables are TW (Team work), EM (Employee's motivation), ER (Employee relation), TC (Team conflict) and CM (Conflict management).

Variables	Mean	S.D.	TC	GM	TW	EM	ER	TC	CM
TC	3.050	0.563	1						
GM	2.966	0.548	0.001	1					
TW	3.008	0.512	0.010	0.072	1				
EM	2.986	0.510	0.040	0.072	0.033	1			
ER	2.966	0.565	0.013	0.048	0.122	0.000	1		
TC	2.920	0.575	0.112	0.048	0.071	0.066	0.044	1	
CM	2.978	0.547	0.103	0.036	0.015	0.027	0.080	0.022	1

Notes: The asterisk signs (**) and (*) indicate that the result are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that teamwork is positively correlated to team communication. It indicates that teamwork enhances the team communication. Similarly, employee motivation is positively correlated to team communication. It indicates that a motivated team can overcome challenges more effectively than a less motivated one that leads to increase in team communication. Likewise, employee relation is positively correlated to team communication. It indicates that positive relationships among team members enhance team communication. Further, team conflict is positively correlated to team communication. It indicates that conflict within teams can lead to increase in problem-solving capacity because of effective team communication. In addition, conflict management is positively correlated to team communication. It indicates that effective conflict management strategies

improve team communication.

Similarly, teamwork is positively correlated to growth mind-set. It indicates that teamwork enhances the growth mind-set. Similarly, employee motivation is positively correlated to growth mind-set. It indicates that a motivated team can overcome challenges more effectively than a less motivated one that leads to increase in growth mind-set. Likewise, employee relation is positively correlated to growth mind-set. It indicates that positive relationships among team members enhance growth mind-set. Further, team conflict is positively correlated to growth mind-set. It indicates that conflict within teams can lead to increase in problem-solving capacity because of growth mind-set. In addition, conflict management is positively correlated to growth mind-set. It indicates that effective conflict management strategies improve growth mind-set.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of teamwork, employee's motivation, employee relation, team conflict and conflict management on team communication.

Table 2

Estimated regression results of teamwork, employee's motivation, employee relation, team conflict and conflict management on team communication

The results are based on 125 observations using linear regression model. The model is $TC = \beta_0 + \beta_1 TW + \beta_2 EM + \beta_3 ER + \beta_4 TC + \beta_5 CM + e$ where the dependent variable is TC (Team communication). The independent variables are TW (Team work), EM (Employee's motivation), ER (Employee relation), TC (Team conflict) and CM (Conflict management).

Models	Intercepts	Regression coefficients of					Adj. R _{bar} ²	SEE	F- Value
		TW	EM	ER	TC	CM			
1	2.947 (9.756)**	0.034 (0.344)					0.007	0.565	0.118
2	2.934 (9.748)**		0.039 (0.389)				0.007	0.565	0.151
3	3.061 (11.290)**			0.004 (0.043)			0.008	0.565	0.002
4	3.501 (13.498)**				0.155 (1.773)		0.017	0.558	3.145
5	3.707 (13.528)**					0.221 (2.440)*	0.038	0.552	5.954
6	2.832 (6.661)**	0.034 (0.343)	0.039 (0.388)				0.014	0.567	0.134
7	2.853 (5.908)**	0.036 (0.353)	0.039 (0.385)	0.009 (0.095)			0.022	0.569	0.092
8	3.336 (6.083)**	0.058 (0.573)	0.028 (0.284)	0.026 (0.279)	0.161 (1.802)		0.004	0.564	0.882
9	3.784 (6.618)**	0.062 (0.623)	0.046 (0.467)	0.001 (0.002)	0.142 (1.619)	0.215 (2.335)*	0.032	0.554	1.882

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Team communication is the dependent variable.

Table 2 shows that the beta coefficients for teamwork are positive with team

communication. It indicates that teamwork has a positive impact on team communication. This finding is consistent with the findings of Salas *et al.* (2015). Similarly, the beta coefficients for employee's motivation are positive with team communication. It indicates that employee's motivation has a positive impact on team communication. This finding is consistent with the findings of Wilson *et al.* (2012). Likewise, the beta coefficients for employee relation are positive with team communication. It indicates that employee relation has a positive impact on team communication. This finding is consistent with the findings of Smith and Patel (2020). Further, the beta coefficients for team conflict are positive with team communication. It indicates that team conflict has a positive impact on team communication. This finding is consistent with the findings of Katz and Flynn (2013). In addition, the beta coefficients for conflict management are positive with team communication. It indicates that conflict management has a positive impact on team communication. This finding is similar to the findings of Rahim (2017).

Table 3 shows the regression results of teamwork, employee's motivation, employee relation, team conflict and conflict management on growth mind-set.

Table 3

Estimated regression results of teamwork, employee's motivation, employee relation, team conflict and conflict management on growth mind-set

The results are based on 125 observations using linear regression model. The model is $GM = \beta_0 + \beta_1 TW + \beta_2 EM + \beta_3 ER + \beta_4 TC + \beta_5 CM + e$ where the dependent variable is GM (Growth mind-set). The independent variables are TW (Team work), EM (Employee's motivation), ER (Employee relation), TC (Team conflict) and CM (Conflict management).

Models	Intercepts	Regression coefficients of					Adj. R_bar ²	SEE	F- Value
		TW	EM	ER	TC	CM			
1	2.554 (8.744)**	0.137 (1.434)*					0.008	0.5464	2.057
2	2.599 (8.915)**		0.123 (1.279)				0.005	0.5473	1.635
3	3.127 (11.854)**			0.054 (0.618)			-0.005	0.5501	0.382
4	3.090 (12.085)**				0.042 (0.492)		-0.006	0.5504	0.242
5	3.080 (11.272)**					0.038 (0.421)	-0.007	0.5506	0.177
6	2.185 (5.351)**	0.137 (1.439)	0.123 (1.285)				0.014	0.5450	1.860
7	2.370 (5.124)**	0.151 (1.559)	0.122 (1.272)	0.075 (0.885)			0.011	0.5456	1.481
8	2.545 (4.788)**	0.159 (1.626)	0.118 (1.228)	0.081 (0.917)	0.058 (0.671)		0.007	0.5468	1.218
9	2.626 (4.640)**	0.160 (1.623)	0.122 (1.253)	0.077 (0.856)	0.055 (0.628)	0.039 (0.430)	0.000	0.5487	1.005

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Growth mindset is the dependent variable.

Table 3 shows that the beta coefficients for teamwork are positive with growth mind-set. It indicates that teamwork has a positive impact on growth mind-set. This finding is consistent with the findings of Kozlowski and Ilgen (2006). Similarly, the beta coefficients

for employee's motivation are positive with growth mind-set. It indicates that employee's motivation has a positive impact on growth mind-set. This finding is consistent with the findings of Bakker and Demerouti (2017). Likewise, the beta coefficients for employee relation are positive with growth mind-set. It indicates that employee relation has a positive impact on growth mind-set. This finding is consistent with the findings of Carter and Holland (2021). Further, the beta coefficients for team conflict are positive with growth mind-set. It indicates that team conflict has a positive impact on growth mind-set. This finding is consistent with the findings of Katz and Flynn (2013). In addition, the beta coefficients for conflict management are positive with growth mind-set. It indicates that conflict management has a positive impact on growth mind-set. This finding is similar to the findings of De Dreu and Gelfand (2008).

4. Summary and conclusion

Teamwork is crucial in software development. A recent book on teams in software development states that 'the speed, frequency, complexity, and diversity of changes needed for modern software-rich systems means that teams are essential'. Although teamwork is crucial, studies of software development teams report challenges with communication, coordination, learning, prioritizing work tasks, team orientation, and team leadership. People who work together to achieve a common goal and are interdependent on each other.

This study attempts to examine the impact of teamwork and conflict management on growth mind-set and team communication in Nepalese organizations. The study is based on primary data of 125 respondents.

The major conclusion of the study is that teamwork, employee's motivation, employee relation, team conflict and conflict management have positive impact on growth mind-set and team communication. The study also concludes that conflict management is the most significant factor followed by team conflict that influence the team communication in Nepalese organizations. Similarly, study also concludes that team work is the most significant factor followed by employee's motivation that influence the growth mind-set in Nepalese organizations.

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