



From Smiles to Success: Understanding the Role of Happiness in Employee Conflict Management and Creative Outcomes

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Abstract

Purpose

The guests in the hospitality and tourism (H&T) industry are becoming increasingly demanding, which requires employees in this sector to be extremely creative in addressing these dynamic needs. Practitioners are grappling with ways to enhance creative performance among employees in this sector. This research develops a conceptual model to propose the impact of employee happiness and conflict resolution behavior on the creativity of employees working in the H&T sector.

Methodology

The authors conduct a narrative literature review in the areas of human resource management, organizational behavior, creativity, conflict management, and happiness to develop the conceptual model.

Findings

Using the Componential Theory of Creativity, the authors present a conceptual model that can be empirically examined by future researchers. The model identifies happiness at work and conflict handling behavior of employees as potential antecedents of creative performance behavior. Furthermore, conflict handling behavior is proposed as the mediator in the relationship between happiness at work and creative performance behavior.

Implications

Organizations can boost creativity through employee well-being and conflict resolution training, fostering a positive work culture that encourages innovation. The study advances creativity research by identifying happiness at work and conflict handling as antecedents, suggesting avenues for empirical testing. Promoting positive work environments aligns with UN SDG 8, contributing to employee satisfaction and job engagement while enhancing productivity and competitiveness.

Keywords: Happiness at work, conflict handling, conflict avoidance, creative performance behavior narrative review, conceptual model.

1. Introduction

The hospitality and tourism (H&T) sector play a pivotal role in the global economy by catering to the needs and desires of travelers and tourists from around the world (Buhalis et al., 2023). However, it is becoming increasingly challenging for H&T businesses to satisfy the growing and diverse demands of guests, given the array of options available to the travellers and the presence of diverse generations in the tourist population, among other factors. These dynamic demands necessitate employees to possess high levels of creativity. Creativity is an invaluable asset within the hotel industry (Kalyar et al., 2021), as it empowers employees to think outside the box, devise innovative ideas, and elevate guest experiences (Chia & Chu, 2016). However, practitioners in this sector find it challenging to enhance the creative component of employees, primarily due to the absence of creative models specifically developed for this sector that can be implemented on a day-to-day basis. This lack of applicable models hinders the development of creativity among employees over time. The current paper proposes a conceptual model based on the componential theory of creativity, illustrating the influence of two malleable and trainable antecedents of creativity that can be nurtured among employees. It theoretically examines the role of happiness at work (HAW) and conflict handling behavior (CHB) of employees on creative performance behavior (CPB) of employees.

According to Amabile, creativity involves the generation of ideas, products, or solutions that are both original and valuable. A product or process may be called creative when it has both novelty and utility, suggesting that creative work must offer something new while also addressing a relevant need or problem. The Componential Theory of

Creativity (Amabile, 2013) identifies three dimensions of creativity: domain-relevant skills, creativity-relevant processes, and task motivation. Domain-relevant skills encompass the foundational knowledge and expertise specific to a field, while creativity-relevant processes involve cognitive activities like problem-solving and associative thinking. Task motivation refers to intrinsic and extrinsic factors driving engagement in creative tasks. Creativity emerges when individuals possess domain expertise, engage in effective creative processes, and are motivated to tackle challenges. Environmental factors also play a role (Amabile, 1983).

HAW may significantly influence CPB by aligning with the dimensions of the Componential Theory of Creativity. Happy employees are more likely to develop domain-relevant skills (Fisher, 2010), engage in effective creativity-relevant processes, and exhibit heightened task motivation. This positive emotional state fosters active learning (Fisher, 2010), cognitive flexibility, and intrinsic motivation, leading to enhanced expertise, innovative thinking, and persistence in tackling creative challenges.

Employees' CHB may also significantly influence creative performance, aligning with Amabile's Componential Theory of Creativity. CHB of employees refers to the strategies, approaches, and actions they employ when faced with conflicts or disagreements in the workplace (Hopkins & Yonker, 2015). It encompasses how individuals manage and resolve conflicts with coworkers, supervisors, or other stakeholders. Effective conflict resolution draws on domain skills, creativity processes, and task motivation (Drolet & Morris, 2000a). Employees use expertise in communication and interpersonal dynamics, engaging in creative problem-solving. Positive conflict resolution enhances intrinsic motivation, fostering teamwork and accomplishment. Thus, effective conflict management cultivates a conducive environment, enhancing creative performance.

The employees' CHB is considered a mediator in this study for several reasons. Firstly, CHB is malleable and can be improved through training. Secondly, conflicts have been found to influence creativity and innovation in organizations. Finally, employees' emotional states, such as happiness, may significantly influence their subsequent behavior, especially in cases of conflict.

The study's findings offer valuable insights for practitioners in the H&T sector. By highlighting the impact of employee happiness and conflict resolution behavior on creativity, the research underscores the importance of cultivating a conducive work environment. Practitioners can leverage these insights to implement strategies that promote employee well-being and effective conflict management, ultimately fostering a more innovative workforce

capable of addressing the industry's evolving demands. In doing so, they can enhance the overall guest experience and maintain competitiveness in the dynamic H&T sector. Additionally, exploring the antecedents of creative performance in the H&T sector can inform the design of training programs and interventions aimed at fostering creativity among employees.

For academicians, these findings contribute to the existing body of knowledge in the field of H&T. It emphasizes the significance of psychological factors, such as HAW and conflict resolution, in driving creative performance. Further research can delve deeper into the specific mechanisms and processes through which these factors influence creativity, allowing for the development of more comprehensive theoretical frameworks and models.

The remaining content of the paper is structured as follows: firstly, we discuss the methodology followed in this study, then delve into the literature review and hypothesis development, and present the conceptual model. Subsequently, we address limitations and scope for future research, followed by implications, and finally, the conclusion section.

Methodology

The authors utilized a narrative literature review of available literature in human resource management, organizational behavior, creativity, conflict management, and happiness to formulate hypotheses and develop the conceptual model. Narrative literature reviews are valued for their comprehensive coverage of important topics and are regarded as useful educational tools (Baumeister & Leary, 1997). However, they typically adopt a less formal approach compared to systematic literature reviews, particularly in terms of methodology description, reporting the number of papers considered, and criteria for paper selection (Rother, 2007). Nonetheless, to uphold the review's quality, this paper exclusively considered papers published in SCOPUS-listed journals with a focus on the recently published articles.

Literature review

Happiness at work (HAW)

Most people place great importance on happiness, and it is considered a highly desirable goal in most societies (Diener, 2000). Happiness is a fundamental emotion and is present in every basic typology of human emotions (Dzedzickis et al., 2020). While philosophers have long debated the nature of happiness, psychological research has only recently begun to study it (Saritha & Mukherjee, 2021). Happiness can be defined in different ways, with

hedonic views focusing on pleasant feelings and favorable judgments, and eudaimonic views emphasizing virtues, personal growth, and meaning (Myers & Diener, 2016).

Research on subjective well-being, which includes judgments of life satisfaction and affect balance, has found that the most significant dimension in describing individuals' emotional experiences is the pleasantness-unpleasantness continuum. In this continuum, happiness is positioned at the extreme positive end of the spectrum (Diener, 2009).

Academic research on employee experiences in organizations has not extensively used the term "happiness," except for a few exceptions. However, this does not imply that researchers are not interested in studying employee HAW. Over the years, researchers have examined constructs that share significant similarities with happiness, such as job satisfaction (Saritha & Mukherjee, 2021). Additionally, in the past two decades, new constructs reflecting positive affective experiences in the workplace have emerged. These constructs all refer to positive attitudes or experiences at work, and they differ in terms of their level, duration, and specific content.

Workplace happiness refers to the presence of positive emotions, favorable experiences, and optimistic attitudes among employees (Salas-Vallina & Alegre, 2021). It encompasses elements such as job satisfaction, a strong commitment to the organization, personal growth, and a sense of purpose (Ng & Fisher, 2013).

Employee happiness is essential in the hotel industry due to its significant impact on the success of hotels (Pascual-Fernández et al., 2020). In today's highly competitive business environment, hotels that prioritize employee happiness tend to be more successful in providing excellent customer service (Ding et al., 2021), generating higher levels of productivity (Chien et al., 2021), and reducing employee turnover rates (Michael & Fotiadis, 2022). Such establishments also create a positive work culture that nurtures a sense of belonging and encourages teamwork, collaboration, and open communication among employees.

Happy employees tend to be more motivated and committed to their work, and they are more likely to go the extra mile to ensure that guests are satisfied with their experience. This, in turn, translates to higher levels of customer loyalty and repeat business, a crucial factor in the H&T industry. Moreover, hotels with high employee satisfaction rates often have a positive reputation among both guests and employees (Davari et al., 2022). This can lead to increased brand loyalty, more positive reviews, and better recruitment opportunities.

By prioritizing employee happiness and job satisfaction, hotels can reap numerous benefits (Bashir et al., 2020). Providing regular recognition and appreciation for their employees' contributions, offering career development and growth opportunities, promoting work-life balance, and creating a positive work environment are some of the ways hotels can foster employee happiness (Chanana & Sangeeta, 2021). A positive work environment promotes employee engagement, innovation, and creativity, which can lead to better decision-making and higher levels of productivity (Jena & Pattnaik, 2020). Overall, investing in employee happiness is an investment in the hotel's success and reputation in the long run.

The hotel industry is a vibrant sector that provides exciting opportunities for employment (Ndiuini & Baum, 2020). However, working in the hotel industry can be challenging (Demirović Bajrami et al., 2021), and employees often face unique difficulties that require them to be adaptable, skilled, and resilient. One of the most significant challenges faced by hotel employees is the long and unsociable working hours (Djajasinga et al., 2021). Since hotels operate 24/7, employees may be required to work during the evenings, weekends, and public holidays, which can be a source of stress and disruption to their personal lives. The long working hours can also lead to fatigue and burnout (Wen et al., 2020), which can negatively impact employee performance and well-being.

Conflict Handling Behavior (CHB)

CHB refers to the actions and strategies that individuals use to manage and resolve conflicts that arise in their personal and professional lives (Valente & Lourenço, 2020). Conflict is a common and inevitable aspect of human interaction, arising when individuals hold differing opinions, needs, or expectations (Rahim & Katz, 2020). The way individuals choose to handle conflict can greatly affect the outcome of the conflict and the relationships involved (Rahim & Katz, 2020).

The H&T sector is a service-oriented where customer satisfaction is the top priority (Nyayuki, 2022). In such an industry, conflicts are inevitable and can arise from various sources, such as differing opinions among colleagues or customers' dissatisfaction with service. The way employees handle these conflicts can significantly influence the quality of service provided and the reputation of the hotel.

Effective conflict handling behavior is a skill that employees in the H&T sector must possess (Kurbonalievna & Adxamovna, 2021). When employees are skilled in conflict resolution, they can handle challenging situations calmly and professionally, leading to positive outcomes for both the guests and the hotel. It can help prevent

conflicts from escalating into more severe issues and damaging the hotel's reputation. By addressing conflicts promptly and professionally, employees can resolve issues before they negatively impact the guest experience or lead to negative reviews online.

Furthermore, effective CHB can increase customer satisfaction and loyalty (Hayati et al., 2020). By resolving conflicts efficiently and effectively, employees can demonstrate that they value their guests' concerns and are committed to providing exceptional service. This can lead to higher customer satisfaction ratings, increased customer loyalty, and positive reviews online, which can attract new customers and improve the hotel's reputation.

On the other hand, poor CHB can have serious consequences for hotels (Min et al., 2020). If employees respond negatively to a customer complaint, it can lead to negative reviews online, damaging the hotel's reputation and affecting future bookings. Moreover, CHB can also impact employee morale and job satisfaction. If conflicts are not handled effectively, it can lead to a toxic work environment, high employee turnover, and decreased productivity.

Creative performance behavior (CPB)

CPB refers to the ability of individuals to generate unique and innovative ideas, solutions, or outcomes that bring value to their work or organization (Amabile et al., 1996). It involves the capacity to think divergently, break away from conventional thinking, and produce novel and original ideas. CPB is characterized by several key aspects (Amabile, 1983b). It involves the generation of new ideas or concepts that go beyond existing norms or boundaries (Kumari et al., 2021). This can include developing innovative approaches, finding alternative solutions, or suggesting unique perspectives to tackle challenges (Sujatha et al., 2023).

The H&T sector that relies heavily on effective CHB due to its unique nature and customer-oriented focus (*Baruah & Mukherjee, 2023*). CHB plays a crucial role in ensuring smooth operations, maintaining customer satisfaction, and upholding the reputation of H&T organizations (Chan et al., 2021). In the H&T, conflicts can arise in various forms and from different sources. Employees in this industry frequently interact with a diverse range of individuals, including colleagues, guests, and vendors. These interactions can give rise to conflicts due to differences in expectations, cultural backgrounds, communication styles, and personal preferences.

One common source of conflict in the H&T is the high-pressure and fast-paced nature of the work environment (*Peer & Mukherjee, 2023*). H&T employees often encounter challenging situations, such as dealing with demanding

guests, managing tight schedules, and handling unexpected events (Hwang & Seo, 2016). These circumstances can lead to conflicts, requiring employees to effectively manage and resolve them in a professional manner (Baruah & Mukherjee, 2023).

Effective CHB is essential in the H&T for several reasons. Firstly, conflicts have the potential to disrupt guest experiences and satisfaction. Unresolved conflicts can result in negative reviews, customer complaints, and damaged reputation, which can significantly impact the success and profitability of H&T organizations (Baruah & Mukherjee, 2023). By handling conflicts promptly and effectively, employees can mitigate the negative impact on guests and maintain a positive image for the organization (Peer & Mukherjee, 2023).

Happiness at Work and Creative Performance Behavior

HAW can significantly influence creativity through various psychological mechanisms. Firstly, when individuals experience positive emotions such as happiness, they tend to have a broader and more flexible cognitive scope, allowing them to see connections and possibilities that may be overlooked when in a negative emotional state. This expanded cognitive scope enhances divergent thinking, a critical component of creative problem-solving. Additionally, happy individuals often exhibit higher levels of intrinsic motivation, enjoying the tasks they engage in and feeling a sense of autonomy, mastery, and purpose. This intrinsic motivation fosters a willingness to explore new ideas, take risks, and persist in the face of challenges, all of which are essential for creative endeavors. Moreover, happiness promotes a positive social environment characterized by trust, collaboration, and openness to new perspectives. In such a supportive climate, individuals feel more comfortable expressing their ideas, engaging in constructive feedback, and engaging in creative dialogue with colleagues, ultimately leading to the generation of more innovative solutions. Overall, HAW creates a conducive environment that nurtures creativity by enhancing cognitive flexibility, intrinsic motivation, and positive social interactions among employees. Thereby, we hypothesize that,

H01: There is an influence of happiness at workplace on the creative performance behavior of employees

Conflict Handling Behavior and Creative Performance Behavior

CHB may have a significant influence on the CPB of employees within organizations. How conflicts are managed and resolved can either enhance or hinder employees' ability to engage in creative thinking, problem-solving, and innovative activities (DiPaola & Hoy, 2001).

When employees feel comfortable expressing their ideas and opinions without fear of negative consequences, they are more likely to engage in creative thinking and risk-taking (Palanski & Vogelgesang, 2011). Constructive conflict resolution encourages open dialogue, active listening, and respect for diverse perspectives, creating a culture that values and encourages creativity (Martins & Terblanche, 2003).

Additionally, effective CHB encourages collaboration and teamwork, which are key drivers of creative performance (Somech, 2008). When conflicts are managed constructively, it encourages individuals to work together to find mutually beneficial solutions. Collaborative problem-solving allows employees to pool their knowledge, skills, and experiences, leading to innovative solutions that might not have been possible individually (Palanski & Vogelgesang, 2011). By fostering a collaborative environment through effective conflict resolution, organizations leverage the collective creativity of their employees.

Furthermore, CHB influences the emotional climate within teams and organizations. Poorly managed conflicts characterized by aggression, hostility, or avoidance can create a negative emotional atmosphere that inhibits creativity (DiPaola & Hoy, 2001). Employees may feel discouraged, anxious, or demotivated in such environments, making it difficult for them to generate novel ideas or take creative risks. On the other hand, when conflicts are managed constructively, employees feel supported, valued, and psychologically safe, which creates a positive emotional climate conducive to creative thinking and expression.

Effective conflict resolution also contributes to the development of strong interpersonal relationships among team members taking (Palanski & Vogelgesang, 2011). When conflicts are handled in a constructive manner, it promotes understanding, empathy, and trust among individuals. Positive relationships and a sense of camaraderie enhance communication, collaboration, and the exchange of ideas, ultimately fueling creativity. Employees who trust and respect each other are more likely to share their creative insights, engage in constructive debates, and explore innovative approaches.

Moreover, CHB influences the motivation and engagement of employees in creative tasks. When conflicts are resolved effectively, it reduces stress and tension, allowing individuals to focus their energy on creative endeavors taking (Palanski & Vogelgesang, 2011). Constructive conflict resolution helps employees feel heard, validated, and involved in decision-making processes, which in turn enhances their motivation to contribute creatively. On the

other hand, unresolved conflicts or poor CHB can lead to frustration, disengagement, and a decline in creative performance. Therefore, we hypothesize,

H02: There is an influence of conflict handling behavior on the creative performance behavior of employees

Happiness at Work and Conflict Handling Behavior

Happiness at the workplace has a notable influence on the CHB of employees. The level of happiness and well-being experienced by individuals can impact their ability to manage conflicts in a constructive and positive manner (Darvishmotevali & Ali, 2020). Elaborating on this influence can provide valuable insights into the dynamics between happiness and CHB within organizations.

Employees who experience higher levels of happiness are more likely to approach conflicts with a positive mindset and open communication (Stanley et al., 2002). Happiness contributes to a positive emotional state, which enhances individuals' ability to regulate their emotions during conflicts. When employees are happier, they are better equipped to manage their own emotional responses, maintain self-control, and engage in constructive dialogue. This allows them to express their concerns, actively listen to others, and find mutually beneficial resolutions, leading to more effective conflict handling.

Furthermore, HAW fosters a supportive and collaborative environment, which positively influences CHB (Drolet & Morris, 2000b). When employees are happy, they are more inclined to support their colleagues, engage in teamwork, and seek win-win outcomes. This promotes a culture of cooperation and understanding, where conflicts are seen as opportunities for growth and learning rather than as sources of hostility or negativity. Happy employees are more likely to approach conflicts with empathy, respect, and a desire to find mutually beneficial solutions, creating a positive atmosphere for conflict resolution.

In addition, happiness at the workplace enhances interpersonal relationships (Jalilianhasanpour et al., 2021), which in turn impacts CHB. When employees are happy, they tend to have better rapport and stronger connections with their colleagues. This positive social bond can contribute to effective communication, trust, and mutual respect, facilitating the resolution of conflicts. Happy employees are more likely to view conflicts as a chance to strengthen relationships, collaborate on solutions, and maintain harmonious working relationships, rather than escalating conflicts or resorting to destructive behaviors.

Moreover, happiness at the workplace promotes resilience and adaptive coping strategies, which are valuable in conflict handling (Başoğul & Özgür, 2016). When employees experience higher levels of happiness, they are better equipped to deal with the stress and challenges associated with conflicts. Happiness enhances psychological well-being, self-confidence, and problem-solving abilities, allowing individuals to approach conflicts with a proactive and solution-oriented mindset. Happy employees are more likely to explore creative alternatives (Walsh et al., 2018), consider multiple perspectives, and seek compromises during conflict resolution.

Additionally, HAW can contribute to a positive organizational culture that supports effective CHB. When organizations prioritize employee happiness and well-being, they create an environment that values and promotes constructive conflict resolution (Tomey, 2009). Organizations that foster happiness often provide resources and support systems for conflict management (Fisk et al., 2018), such as mediation services, training programs, or leadership development initiatives that emphasize positive communication and conflict resolution skills. This organizational support further enhances employees' ability to handle conflicts effectively.

Therefore, we hypothesize,

H03: There is an influence of happiness at the workplace on the conflict-handling behavior of employees.

Conflict Handling Behavior as a mediator

To the best of the researcher's knowledge, no study has comprehensively examined the interplay among employee HAW, CHB, and employee creativity. However, these aspects have been investigated individually or in pairs. Let's begin by exploring the relationship between employee happiness and well-being and their influence on creativity. There are at least two theoretical perspectives regarding the correlation between creativity and well-being: one posits a positive association, while the other suggests a negative one.

Improving creativity, a component of overall well-being, is often linked to positive mood and emotions. Research consistently supports the idea that creativity flourishes in a positive emotional environment, as evidenced by studies showing a positive correlation between creativity and positive mood (Rahim & Katz, 2020). Notably, positive mood tends to have a more pronounced effect on creativity than neutral mood, while negative mood typically impedes creativity, particularly in certain situations (Kay & Skarlicki, 2020). For instance, while a negative mood may

enhance fluency, it can also diminish cognitive flexibility and creativity when coupled with avoidance motivation, such as fear or anxiety.

On the contrary, an opposing viewpoint suggests a potential trade-off between well-being and creativity, implying that heightened creativity may coincide with lower levels of overall well-being (Jehn & Bendersky, 2003). This perspective, often referred to as the "mad-genius hypothesis," is supported by studies highlighting a negative relationship between well-being and psychopathologies (Callanan et al., 2006).

Regarding the link between conflict and creativity, constructive conflict holds promise for generating favorable individual and societal outcomes (Morrison, 2008). However, to achieve this, conflict resolution should promote creative problem-solving while mitigating the harmful effects of destructive conflict. Creative, integrative agreements offer a key advantage over compromises by promoting relationship stability (Song et al., 2000).

Transitioning to the correlation between happiness at work and conflict management behavior, it is essential to note that happiness in the workplace fosters a positive and cohesive atmosphere, where individuals experience contentment, satisfaction, and engagement with their tasks (Xanthopoulou et al., 1991). This positive emotional state often inclines employees towards prioritizing the preservation of their happiness, rather than becoming involved in conflicts that could potentially disturb their well-being (Shimazu & Schaufeli, 2009).

In the current study, CHB can act as a mediator in the relationship between happiness at the workplace and CHB of employees. When employees experience happiness at work, it can influence their tendency to engage in conflict (De Dreu et al., 2004). Elaborating on this mediation can shed light on the complex dynamics between HAW and CPB.

Therefore, we hypothesize,

H04: Conflict handling serves as a mediator in the relationship between happiness at the workplace and conflict handling behavior of employees.

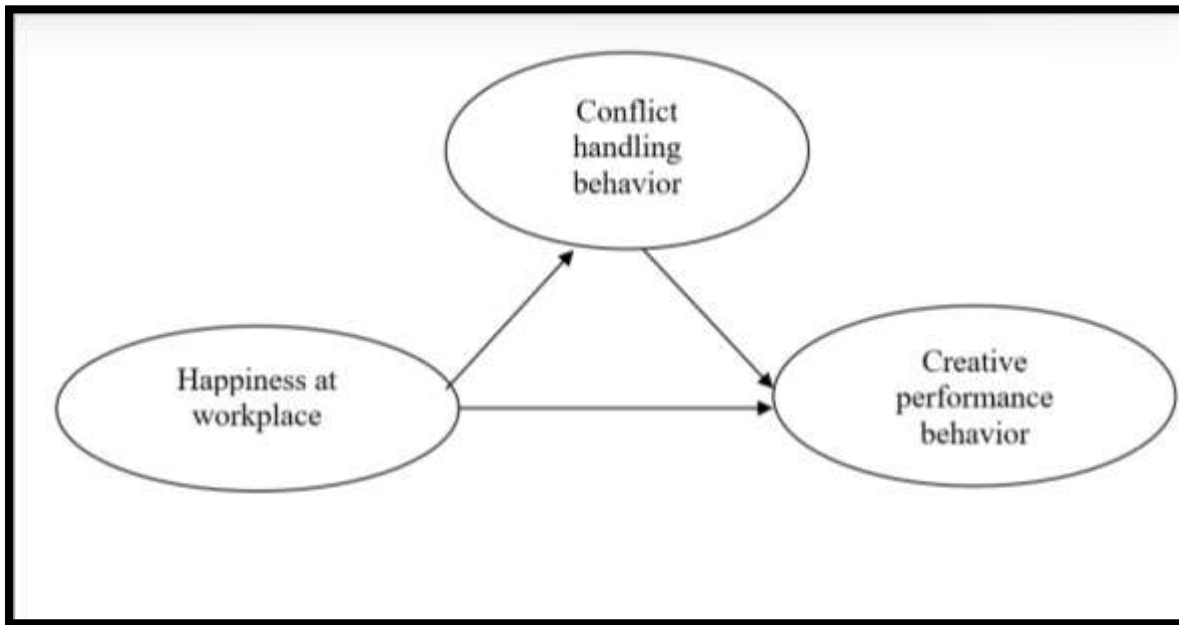


Figure 1: Conceptual model to be tested

Limitations and scope for future research

Despite the valuable insights provided by the conceptual model presented in this research, there are several limitations that need to be acknowledged. These limitations offer opportunities for future research to further explore and refine the relationships between creativity, CHB, and employee happiness.

Firstly, the conceptual model primarily focuses on the individual level of analysis, considering the influence of individual happiness on creative performance and CHB. Future research could examine the role of team dynamics and organizational factors in shaping these relationships. Investigating how team-level happiness, team conflict-handling strategies, and organizational culture impact creativity would provide a more comprehensive understanding of these dynamics.

Secondly, the conceptual model assumes a linear relationship between happiness, CHB, and creativity. However, it is possible that these relationships are more complex and non-linear in nature. Future research could explore potential curvilinear or interactive effects, as well as potential moderators that might influence the strength or direction of these relationships. Factors such as individual differences, cultural influences, and contextual variables could be examined as potential moderators to better understand the nuances of these associations.

Implications

The conceptual model paves the way for exciting future research opportunities. Researchers can delve into unexplored territories by examining the role of various factors, such as mediators, moderators, and contextual influences, in shaping the intricate connections between creativity, CHB, and employee happiness. By doing so, they can unlock deeper insights into the underlying mechanisms and conditions that govern these dynamics, unraveling the mysteries of human ingenuity.

For practitioners in human resource management and organizational development, the model provides a compass to navigate the realm of employee well-being and performance. It serves as a valuable guide, highlighting the significance of implementing strategies and initiatives that place employee happiness at the forefront. By fostering a work environment that encourages constructive conflict resolution and cultivates a positive culture, organizations can ignite the sparks of creativity within their workforce, propelling them towards innovation and success.

In essence, the conceptual model not only sparks curiosity and drives further research, but also offers practical wisdom for practitioners seeking to unleash the full potential of their teams. It beckons researchers and practitioners alike to embark on a journey of discovery, unveiling the secrets that lie at the intersection of creativity, conflict resolution, and employee happiness.

Conclusion

This research paper has presented a conceptual model that explores the interrelationships between creativity, CHB, and happiness. Our conceptual model proposes that HAW may act as a crucial driver of CPB. It suggests that when employees experience higher levels of happiness, they are more likely to engage in creative thinking, problem-solving, and innovation. This relationship underscores the importance of fostering positive emotions and well-being within organizations.

Additionally, our model highlights the influence of CHB on creative performance. It suggests that effective conflict management strategies, such as collaboration, compromise, and avoidance, can either enhance or hinder employees' creative abilities. By effectively handling conflicts, organizations can create an environment that encourages open communication, constructive feedback, and creative collaboration.

The conceptual model also recognizes the relationship between happiness and CHB. It suggests that when individuals are happier and experience higher levels of well-being, they are more likely to employ constructive conflict resolution strategies. Conversely, when individuals are unhappy or dissatisfied, they may resort to more negative conflict handling approaches, which can inhibit creative performance.

Overall, this conceptual model provides a framework for understanding the complex dynamics between creativity, CHB, and happiness in the workplace. It highlights the need for organizations to prioritize employee well-being, foster positive work environments, and implement effective conflict management strategies.

Future research should focus on empirically testing this conceptual model to validate its theoretical propositions. Longitudinal studies and experimental designs can help establish causal relationships and explore the underlying mechanisms that drive these relationships. Additionally, research should investigate the moderating and mediating variables that may influence the connections between creativity, CHB, and happiness.

By gaining a deeper understanding of these relationships, organizations can develop evidence-based strategies and interventions that enhance creativity, promote positive work environments, and effectively manage conflicts. Ultimately, this research contributes to the growing body of knowledge on organizational behavior and human resource management, providing valuable insights for both researchers and practitioners in creating thriving and innovative workplaces.

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