American Journal of Economics and Business Innovation (AJEBI)

ISSN: 2831-5588 (ONLINE), 2832-4862 (PRINT)

VOLUME 5 ISSUE 2 (2026)

PUBLISHED BY
E-PALLI PUBLISHERS, DELAWARE, USA

American Journal of Economics and Business Innovation (AJEBI)

Volume 5 Issue 2, Year 2026
ISSN: 2831-5588 (Online), 2832-4862 (Print)
DOI: https://doi.org/10.54536/ajebi.v5i2.7888
https://journals.e-palli.com/home/index.php/ajebi

Interdepartmental Conflict and Supply Chain Coordination Performance in Manufacturing Firms

Pham Quang Long[1*]

Article Information

Received: March 07, 2026

Accepted: May 30, 2026

Published: July 25, 2026

Keywords

Information Sharing, Interdepartmental Conflict, Manufacturing Firms, Relationship Conflict, Supply Chain Coordination Performance, Task Conflict

ABSTRACT

This study examines the effects of interdepartmental conflict on supply chain coordination performance in manufacturing firms, with information sharing as a mediating mechanism. Drawing on Social Exchange Theory, Information Processing Theory, and Supply Chain Integration Theory, the study distinguishes between task conflict and relationship conflict and investigates their different effects on information sharing and coordination outcomes. Data were collected from 400 respondents working in manufacturing firms and analyzed using partial least squares structural equation modeling. The results show that task conflict positively influences information sharing and supply chain coordination performance, whereas relationship conflict negatively affects both outcomes. Information sharing has a positive effect on supply chain coordination performance and partially mediates the relationships between task conflict, relationship conflict, and coordination performance. The findings indicate that constructive task-related disagreement can enhance coordination by stimulating information exchange, while relationship conflict weakens coordination by reducing openness and cooperation among departments. This study contributes to conflict management and supply chain literature by identifying information sharing as a key mechanism linking interdepartmental conflict to internal supply chain coordination. Practical implications are provided for manufacturing managers seeking to improve coordination through constructive conflict management and stronger information-sharing practices.

INTRODUCTION

Manufacturing firms increasingly operate in complex supply chain environments characterized by demand uncertainty, cost pressure, short product life cycles, volatile material availability, and rising customer expectations. To remain competitive, firms must coordinate purchasing, production, inventory, logistics, sales, and customer service activities effectively. Supply chain coordination allows firms to synchronize decisions, share information, reduce operational delays, improve responsiveness, and enhance overall supply chain performance. Prior research has emphasized that information sharing and coordination are important mechanisms for improving supply chain performance and operational outcomes (Cheng, 2011; Wiengarten *et al.*, 2010).

However, effective supply chain coordination is often constrained by interdepartmental conflict. In manufacturing firms, departments may pursue different goals. Sales departments often prioritize customer responsiveness and flexible delivery, while production departments focus on efficiency, capacity utilization, and stable schedules. Purchasing departments may emphasize cost reduction, whereas logistics departments focus on delivery reliability and inventory availability. These functional differences can create disagreements over priorities, resource allocation, delivery commitments, production schedules, inventory policies, and supplier decisions.

Conflict is not always negative. Task conflict, which refers to disagreement about work-related ideas, procedures, and decisions, may stimulate discussion and improve decision quality when properly managed. However, relationship conflict, which involves interpersonal tension, distrust, and emotional friction, often reduces cooperation and performance. A meta-analysis by De Dreu and Weingart (2003) showed that relationship conflict is strongly and negatively associated with team performance and satisfaction, while task conflict may also become harmful when it creates tension or delays decision-making.

Although conflict has been widely studied in teams and organizations, its role in internal supply chain coordination remains underexplored. Most supply chain studies focus on inter-organizational coordination among suppliers, manufacturers, distributors, and customers. Less attention has been paid to conflict among internal departments within manufacturing firms, even though internal coordination is a prerequisite for external supply chain integration. Recent reviews on supply chain relationship conflict suggest that conflict conceptualization, conflict outcomes, and conflict management remain important research gaps in supply chain studies.

This study addresses these gaps by examining how interdepartmental task conflict and relationship conflict influence supply chain coordination performance in manufacturing firms. It also investigates the mediating role of information sharing. Information sharing is included because conflicts between departments often affect whether employees are willing to exchange accurate, timely, and useful information. In supply chains, information sharing has been shown to improve

[1] Thu Dau Mot University, Ho Chi Minh City, Việt Nam
[*] Corresponding author's e-mail: pqlong@tdmu.edu.vn

coordination and performance by reducing uncertainty, improving decision synchronization, and enabling faster responses to changes (Cheng, 2011; Phan *et al.*, 2023).

The objective of this study is to develop and test a research model explaining how interdepartmental conflict affects supply chain coordination performance through information sharing. The study makes three contributions. First, it extends conflict management literature by examining conflict in an internal supply chain context rather than only in general teams. Second, it contributes to supply chain management research by identifying interdepartmental conflict as an important internal barrier to coordination. Third, it provides practical implications for manufacturing managers seeking to improve supply chain coordination through better conflict management and information-sharing practices.

LITERATURE REVIEW

Theoretical background

This study is grounded in Social Exchange Theory, Information Processing Theory, and Supply Chain Integration Theory. Social Exchange Theory suggests that cooperation among departments depends on reciprocal relationships, trust, and perceived fairness (Blau, 1964). When departments perceive each other as supportive, they are more willing to share information and coordinate decisions; however, interpersonal conflict may lead to information withholding and departmental self-interest. Information Processing Theory argues that organizations must process information effectively to reduce uncertainty in demand, capacity, inventory, suppliers, and delivery schedules. Thus, information sharing is essential for cross-functional coordination and supply chain performance (Cheng, 2011; Wiengarten *et al.*, 2010). Supply Chain Integration Theory emphasizes coordination, collaboration, and decision synchronization across internal and external actors. Accordingly, interdepartmental conflict may weaken internal integration and reduce supply chain coordination performance.

Interdepartmental conflict

Interdepartmental conflict refers to disagreement, tension, or incompatibility among departments within an organization. In manufacturing firms, it often occurs among purchasing, production, sales, logistics, quality control, finance, and customer service departments due to different goals, limited resources, unclear responsibilities, communication problems, or conflicting performance indicators. This study distinguishes between task conflict and relationship conflict. Task conflict involves disagreement about work tasks, procedures, schedules, priorities, and operational decisions, while relationship conflict reflects interpersonal tension, distrust, and negative emotions. Prior studies suggest that relationship conflict is generally harmful, whereas task conflict may have mixed effects depending on context and management practices (De Dreu & Weingart, 2003; De Wit *et al.*, 2012).

Information sharing

Information sharing refers to the extent to which departments exchange accurate, timely, relevant, and useful information for decision-making. In manufacturing supply chains, information sharing may include demand forecasts, production plans, inventory status, delivery schedules, quality problems, supplier information, customer requirements, and disruption alerts. Information sharing is essential for supply chain coordination because departments need common visibility to align decisions. For example, sales must share customer demand changes with production; purchasing must inform production about supplier delays; logistics must update sales and production about delivery constraints. Prior studies have shown that information sharing is positively related to supply chain coordination, agility, and performance (Cheng, 2011; Phan *et al.*, 2023; Wiengarten *et al.*, 2010).

Supply chain coordination performance

Supply chain coordination performance refers to the extent to which internal departments synchronize activities, share resources, align decisions, and achieve common supply chain objectives. It includes effective coordination between sales, production, purchasing, logistics, and inventory functions; accurate demand–supply matching; reduced delays; improved inventory control; faster response to changes; better delivery reliability; and cross-functional problem solving (Simatupang & Sridharan, 2005; Wiengarten *et al.*, 2010). In manufacturing firms, coordination performance depends not only on formal systems such as ERP, planning software, and digital dashboards, but also on the quality of human interaction, information sharing, and cross-functional collaboration (Barratt, 2004; Cheng, 2011). Therefore, examining behavioral antecedents such as interdepartmental conflict is important because poor communication, distrust, and departmental misalignment can weaken internal integration and reduce supply chain performance (Flynn *et al.*, 2010; Wiengarten *et al.*, 2010).

Task conflict and information sharing

Task conflict is expected to positively influence information sharing when it remains task-focused and constructive. Moderate task conflict may encourage departments to exchange more information because disagreements over schedules, priorities, resource allocation, or operational decisions require clarification and joint problem solving. When departments debate work-related issues constructively, they are more likely to share data, explain constraints, and search for better solutions. This argument is consistent with prior studies showing that task conflict can stimulate information processing, critical evaluation, and decision discussion (De Dreu & Weingart, 2003; De Wit *et al.*, 2012; De Wit *et al.*, 2013; Jehn, 1995). In manufacturing firms, such constructive debate can improve interdepartmental

understanding and support supply chain-related decisions. However, task conflict may become harmful if it is excessive or turns into defensive behavior and repeated disagreement. Therefore, this study proposes:

H1: Task conflict positively influences information sharing.

Relationship conflict and information sharing

Relationship conflict is expected to negatively influence information sharing. When departments experience interpersonal tension, distrust, blame, or emotional disagreement, employees may become less willing to exchange information. They may delay responses, withhold important information, distort messages, or communicate only through formal channels. This weakens the transparency needed for supply chain coordination. Prior conflict research consistently shows that relationship conflict is harmful to team performance and satisfaction (De Dreu & Weingart, 2003). In supply chain contexts, dysfunctional conflict has also been associated with weaker information sharing and relationship quality (Cheng, 2011).

H2: Relationship conflict negatively influences information sharing.

Information sharing and supply chain coordination performance

Information sharing is expected to positively influence supply chain coordination performance. When departments share timely and accurate information, they can align production plans, update delivery schedules, control inventory, respond to supplier problems, and meet customer requirements more effectively. Information sharing reduces uncertainty and allows departments to make coordinated decisions. Prior studies have confirmed that information sharing improves supply chain coordination and performance. Cheng (2011) showed that information sharing is shaped by inter-organizational relationship factors and affects supply chain outcomes. Phan *et al.*, (2023) also found that information technology links and information sharing contribute to supply chain performance in Vietnamese manufacturing plants.

H3: Information sharing positively influences supply chain coordination performance.

Task conflict and supply chain coordination performance

Task conflict is expected to positively influence supply chain coordination performance when it remains constructive and task-focused. In manufacturing firms, departments often face competing priorities related to cost, quality, delivery time, flexibility, inventory, and supplier selection. Constructive task conflict can improve coordination by encouraging departments to identify operational problems, challenge unrealistic plans, exchange alternative viewpoints, and develop better cross-functional solutions. This argument is consistent with prior conflict research showing that task conflict may stimulate information processing, critical evaluation, and decision quality under appropriate conditions (De Dreu & Weingart, 2003; De Wit *et al.*, 2012; De Wit *et al.*, 2013; Jehn, 1995). In supply chain contexts, effective coordination also depends on cross-functional collaboration, information quality, and decision synchronization (Barratt, 2004; Simatupang & Sridharan, 2005; Wiengarten *et al.*, 2010). Therefore, when task conflict focuses on operational issues rather than interpersonal tension, it can enhance supply chain coordination performance.

H4: Task conflict positively influences supply chain coordination performance.

Relationship conflict and supply chain coordination performance

Relationship conflict is expected to negatively influence supply chain coordination performance. Supply chain coordination requires trust, cooperation, responsiveness, and willingness to solve problems jointly. Relationship conflict damages these conditions by creating emotional tension, blame, and defensive behavior among departments. In manufacturing firms, relationship conflict may lead to delayed responses, poor coordination between production and sales, inaccurate information exchange, and inefficient problem solving. This argument is consistent with conflict research showing that relationship conflict reduces performance and satisfaction (De Dreu & Weingart, 2003; De Wit *et al.*, 2012).

H5: Relationship conflict negatively influences supply chain coordination performance.

Mediating role of information sharing

Information sharing is expected to mediate the relationships between interdepartmental conflict and supply chain coordination performance. Task conflict may improve coordination by stimulating discussion, clarification, critical evaluation, and information exchange among departments. When disagreements remain focused on work-related issues, departments are more likely to share relevant data, explain operational constraints, and develop joint solutions (De Wit *et al.*, 2013; Jehn, 1995). Conversely, relationship conflict may reduce coordination because interpersonal tension, distrust, and emotional friction discourage departments from sharing information openly and accurately (De Dreu & Weingart, 2003; De Wit *et al.*, 2012).

This mediating mechanism is consistent with Information Processing Theory, which argues that organizations must process and exchange information effectively to reduce uncertainty and support coordinated decision-making (Galbraith, 1974). It also aligns with supply chain coordination literature showing that information sharing is a key mechanism linking relational conditions, collaboration, and supply chain performance (Barratt, 2004; Cheng, 2011; Simatupang & Sridharan, 2005; Wiengarten *et al.*, 2010). Therefore, information sharing is proposed as the mechanism through which interdepartmental conflict influences supply chain

coordination performance.

H6a: Information sharing mediates the relationship between task conflict and supply chain coordination performance.

H6b: Information sharing mediates the relationship between relationship conflict and supply chain coordination performance.

The proposed research model includes four latent constructs: Task conflict, Information sharing, supply chain coordination performance and relationship conflict.

MATERIALS AND METHODS

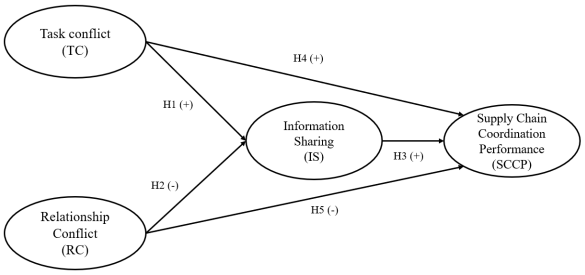


Figure 1: The proposed research model

Research design

This study adopts a quantitative, cross-sectional survey design. This approach is suitable because the study aims to test hypothesized relationships among latent constructs and examine the mediating role of information sharing. A structured questionnaire will be used to collect data from employees and managers in manufacturing firms. Partial least squares structural equation modeling will be used because the model includes latent variables, direct effects, and mediation effects and is prediction-oriented (Hair *et al.*, 2022).

Research context and sample

The study can be conducted among manufacturing firms in Vietnam, especially firms in food processing, textiles, furniture, electronics, mechanical engineering, packaging, consumer goods, and supporting industries. Manufacturing firms are appropriate because supply chain coordination depends heavily on collaboration among purchasing, production, sales, logistics, inventory, quality, and customer service departments. The target respondents include department heads, supervisors, supply chain managers, production managers, purchasing officers, logistics staff, sales managers, inventory planners, and quality control employees. Respondents should have at least six months of work experience to ensure sufficient knowledge of interdepartmental interaction and supply chain coordination. The suggested sample size is 300–450 valid responses, which is appropriate for PLS-SEM.

Sampling and data collection

The study may use purposive sampling combined with convenience sampling. Purposive sampling ensures that respondents work in manufacturing firms and have knowledge of supply chain-related activities. Convenience sampling can be implemented through business associations, industrial parks, professional networks, manufacturing clusters, chambers of commerce, and online professional groups. Before the main survey, a pilot test should be conducted with 30–50 respondents to evaluate item clarity, wording, and contextual relevance. The final questionnaire can be distributed online and offline. Respondents should be informed that participation is voluntary, answers are confidential, and data will be used only for academic purposes.

Measurement scales

All constructs will be measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Task conflict will be measured with six items reflecting disagreements among departments about work priorities, task procedures, operational decisions, schedules, resource allocation, and alternative solutions. Relationship conflict will include six items capturing interpersonal tension, blame, emotional disagreement, distrust, personal friction, and personal conflict among departments. Information sharing will be measured with six items related to timely, accurate, useful, and relevant information exchange about demand, production plans, inventory, delivery status, and operational problems. Supply chain coordination performance will be measured with seven items reflecting cross-functional synchronization, responsiveness, delivery problem solving, decision alignment, delivery reliability, and demand–supply matching (Cheng, 2011; De Dreu & Weingart, 2003; Jehn, 1995; Li *et al.*, 2006; Phan *et al.*, 2023; Simatupang & Sridharan, 2005; Wiengarten *et al.*, 2010).

Data analysis

Data will be analyzed using SPSS and SmartPLS 4. First, data screening will remove incomplete responses, duplicate responses, and careless answers. Second, descriptive statistics will summarize respondent and firm characteristics. Third, common method bias will be assessed using Harman's single-factor test and full collinearity VIF (Podsakoff *et al.*, 2003; Kock, 2015). Fourth, the measurement model will be assessed using outer loadings, Cronbach's alpha, composite reliability, AVE, and HTMT. Fifth, the structural model will be evaluated using VIF, path coefficients, t-values, p-values, R^2, Q^2, and f^2. Finally, the mediating role of information sharing will be tested using bootstrapping with 5,000 subsamples.

RESULTS AND DISCUSSION

Sample description

Table 1 presents the expected demographic and organizational characteristics of 400 respondents. Male respondents account for 57.0%, while female respondents account for 43.0%, indicating a relatively balanced sample. Most respondents are between 25 and 44 years

old, suggesting that the sample includes individuals in active working and managerial stages. Regarding education, 58.0% hold a bachelor's degree and 21.0% have postgraduate qualifications, indicating sufficient ability to evaluate interdepartmental conflict, information sharing, and supply chain coordination. In terms of job position, employees/specialists account for 32.0%, followed by department heads or middle managers at 29.0% and supervisors at 25.0%. Most respondents have more than three years of work experience, suggesting adequate familiarity with departmental interaction and supply chain-related activities. The sample covers key functional areas, including production, purchasing, sales, logistics, quality control, and planning. Most firms are small and medium-sized manufacturing enterprises, while 46.0% report a moderate level of supply chain digitalization. Overall, the sample is appropriate for examining how interdepartmental conflict affects information sharing and supply chain coordination performance.

Measurement model assessment

Table 1: Sample Description

Characteristic	Category	Frequency	Percentage
Gender	Male	228	57.0%
	Female	172	43.0%
Age	Under 25	32	8.0%
	25–34	156	39.0%
	35–44	140	35.0%
	45 and above	72	18.0%
Education	College or below	84	21.0%
	Bachelor's degree	232	58.0%
	Postgraduate degree	84	21.0%
Job position	Employee/Specialist	128	32.0%
	Team leader/Supervisor	100	25.0%
	Department head/Middle manager	116	29.0%
	Director/Senior manager	56	14.0%
Work experience	Under 1 year	24	6.0%
	1–3 years	96	24.0%
	4–6 years	132	33.0%
	More than 6 years	148	37.0%
Department	Production/Operations	100	25.0%
	Purchasing/Procurement	64	16.0%
	Sales/Customer service	72	18.0%
	Logistics/Warehouse	68	17.0%
	Quality control	48	12.0%
	Planning/Other functions	48	12.0%
Industry	Food processing	72	18.0%
	Textile/Garment	68	17.0%
	Furniture/Wood processing	56	14.0%
	Electronics/Components	64	16.0%
	Mechanical engineering	60	15.0%
	Packaging/Consumer goods/Others	80	20.0%
Firm size	Micro enterprise	36	9.0%
	Small enterprise	120	30.0%
	Medium enterprise	156	39.0%
	Large enterprise	88	22.0%
Ownership type	Private domestic firm	256	64.0%
	State-owned enterprise	32	8.0%
	Foreign-invested enterprise	84	21.0%
	Joint venture/Other	28	7.0%

Level of supply chain digitalization	Low	72	18.0%
	Moderate	184	46.0%
	High	112	28.0%
	Very high	32	8.0%

Table 2 presents the reliability and convergent validity results for the four constructs: Task Conflict (TC), Relationship Conflict (RC), Information Sharing (IS), and Supply Chain Coordination Performance (SCCP). The results show that all outer loadings ranged from 0.774 to 0.916, exceeding the recommended threshold of 0.70. This indicates that the observed indicators adequately represent their corresponding latent constructs. Cronbach's alpha values ranged from 0.923 to 0.952, while composite reliability values ranged from 0.940 to 0.962, demonstrating strong internal consistency reliability across all constructs. In addition, the AVE values ranged from 0.724 to 0.807, all above the minimum threshold of 0.50, confirming satisfactory convergent validity. Overall, the measurement model meets the required reliability and convergent validity criteria, indicating that all constructs are suitable for subsequent discriminant validity and structural model assessment.

Table 3 presents the discriminant validity results based on the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT). The square roots of AVE for Information Sharing (IS), Relationship Conflict (RC), Supply Chain Coordination Performance (SCCP), and Task Conflict (TC) were 0.895, 0.851, 0.898, and 0.866, respectively. These values are higher than the corresponding inter-construct correlations, indicating that each construct shares more variance with its own indicators than with other constructs. In addition, the HTMT values ranged from 0.094 to 0.571 in absolute terms, which are below the recommended threshold of 0.85. Therefore, the results confirm satisfactory discriminant validity, suggesting that IS, RC, SCCP, and TC are empirically distinct constructs and suitable for subsequent structural model assessment.

Table 2: Reliability and Validity

Construct	Items	Outer Loadings	Cronbach's α	CR	AVE
TC	6	0.850-0.897	0.933	0.947	0.750
RC	6	0.774-0.874	0.923	0.940	0.724
IS	6	0.873-0.916	0.950	0.960	0.801
SCCP	6	0.848-0.909	0.952	0.962	0.807

Table 3: Heterotrait–Monotrait Ratio (HTMT)

	IS	RC	SCCP	TC
IS	0.895	-0.367	0.571	0.349
RC	0.392	0.851	-0.315	0.094
SCCP	0.6	0.335	0.898	0.479
TC	0.369	0.104	0.508	0.866

Common method bias

Because this study uses self-reported survey data, common method bias should be examined. Harman's single-factor test can be used as an initial diagnostic. If the first factor explains less than 50% of total variance, common method bias is unlikely to be a serious concern. In addition, full collinearity VIF values below 3.3 indicate that common method bias is not severe in PLS-SEM (Kock, 2015). Procedural remedies should also be applied, including anonymity, voluntary participation, and separation of construct items in the questionnaire.

Structural model assessment

Table 4 presents the structural model assessment and hypothesis testing results. The model explains 28.4% of the variance in Information Sharing (IS) and 45.4% of the variance in Supply Chain Coordination Performance (SCCP), indicating acceptable explanatory power. The Q^2 values for IS and SCCP are 0.224 and 0.363, respectively, both greater than zero, confirming the model's predictive relevance. In addition, the SRMR value is 0.033, below the recommended threshold of 0.08, suggesting good model fit.

The direct hypothesis testing results show that Task Conflict positively affects Information Sharing ($\beta = 0.387$, $p < 0.001$), supporting H1. Relationship Conflict negatively affects Information Sharing ($\beta = -0.404$, $p < 0.001$), supporting H2. Information Sharing has a positive effect on Supply Chain Coordination Performance

(β = 0.361, p < 0.001), supporting H3. Task Conflict also positively influences Supply Chain Coordination Performance (β = 0.374, p < 0.001), supporting H4, whereas Relationship Conflict negatively affects Supply Chain Coordination Performance (β = -0.217, p < 0.001), supporting H5.

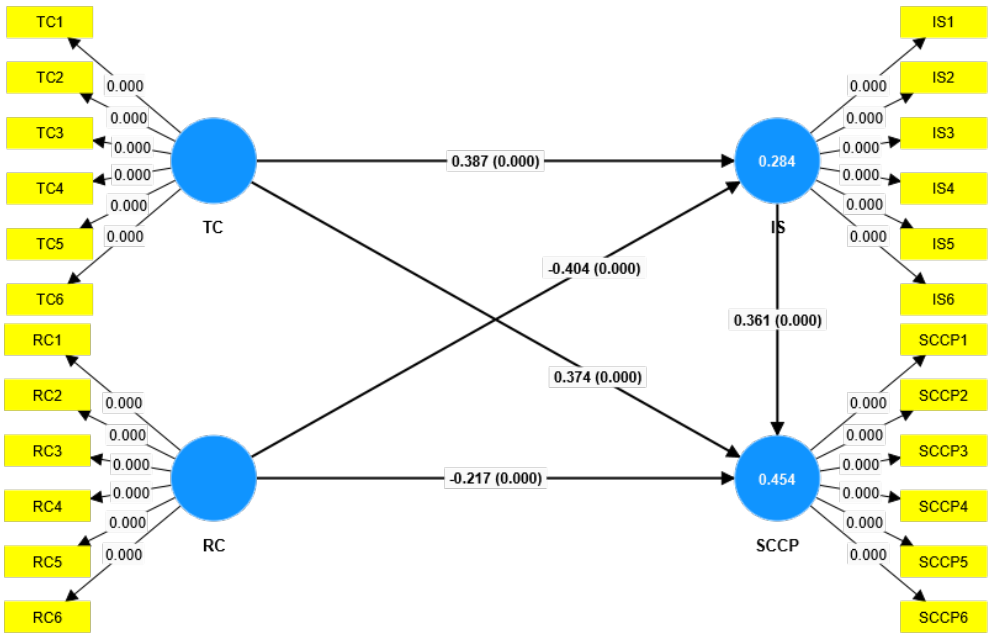
The VIF values range from 1.009 to 1.396, below the threshold of 3, indicating that multicollinearity is not a concern. The f^2 values show that Task Conflict and Relationship Conflict have moderate effects on Information Sharing, while Information Sharing and Task Conflict have meaningful effects on SCCP; the effect of Relationship Conflict on SCCP is smaller but still significant.

The mediation results confirm that Information Sharing mediates the relationship between Task Conflict and SCCP (β = 0.140, p < 0.001; VAF = 27.2%) and the relationship between Relationship Conflict and SCCP (β = -0.146, p < 0.001; VAF = 40.2%). Overall, the findings indicate that constructive task conflict can enhance coordination directly and indirectly through information sharing, while relationship conflict weakens both information sharing and supply chain coordination performance.

Discussion

Table 4: Structural Model Assessment and Hypothesis Testing Result

Latent variables		**R^2**	**Q^2**			
IS		0.284	0.224			
SCCP		0.454	0.363			
SRMR: 0.033						
Hypothesis	Path	β	p-value	VIF	*f*2	VAF (%)
H1: Yes	TC → IS	0.387	0.000	1.009	0.208	-
H2: Yes	RC → IS	-0.404	0.000	1.009	0.226	-
H3: Yes	IS → SCCP	0.361	0.000	1.396	0.171	-
H4: Yes	TC → SCCP	0.374	0.000	1.218	0.210	-
H5: Yes	RC→ SCCP	-0.217	0.000	1.237	0.070	-
H6a: Yes	TC → IS → SCCP	0.140	0.000	-	-	27.2%
H6b: Yes	RC → IS → SCCP	-0.146	0.000	-	-	40.2%



This study examined how interdepartmental task conflict and relationship conflict affect supply chain coordination performance in manufacturing firms, with information sharing as a mediating mechanism. The empirical results support all proposed hypotheses, indicating that the two types of interdepartmental conflict have different effects on information sharing and coordination performance. Specifically, task conflict positively influences information sharing and supply chain coordination performance, whereas relationship conflict negatively affects both outcomes. In addition, information sharing positively contributes to supply chain coordination performance and mediates the effects of both task conflict and relationship conflict on coordination outcomes.

First, task conflict was found to have a positive effect on information sharing. This result suggests that disagreements among departments about work priorities, operational decisions, schedules, or resource allocation may encourage employees to exchange more information, clarify constraints, and search for better solutions. This finding is consistent with Jehn (1995), who argued that task-related disagreement can stimulate discussion and improve understanding of work problems when it remains focused on tasks rather than personal tension. It also supports De Wit *et al.* (2013), who suggested that task conflict can enhance information processing and decision-making when it is not accompanied by strong relationship conflict. In manufacturing firms, constructive debate between production, purchasing, sales, logistics, and quality control departments may therefore improve the quality and timeliness of operational information.

Second, relationship conflict showed a negative effect on information sharing. This finding confirms that interpersonal tension, distrust, blame, and emotional disagreement reduce employees' willingness to exchange accurate and timely information across departments. The result is consistent with De Dreu and Weingart (2003) and De Wit *et al.* (2012), who found that relationship conflict is generally harmful to team performance and cooperation. In supply chain contexts, this result also aligns with Cheng (2011), who emphasized that relational quality influences information sharing in supply chains. When departments distrust each other, they may delay responses, withhold information, or communicate defensively, thereby weakening the transparency needed for effective coordination.

Third, information sharing positively influenced supply chain coordination performance. This result confirms that timely, accurate, and useful information exchange helps departments synchronize production plans, manage inventory, update delivery schedules, respond to disruptions, and solve operational problems. This finding is consistent with Simatupang and Sridharan (2005), who emphasized collaboration and information exchange as core elements of supply chain coordination. It also supports Wiengarten *et al.* (2010), who showed that information quality plays a key role in collaborative supply chain practices and performance. Similarly, Phan *et al.* (2023) found that information sharing contributes to supply chain performance in manufacturing plants. Therefore, information sharing can be considered a critical operational mechanism for improving coordination across internal supply chain functions.

Fourth, task conflict directly improved supply chain coordination performance. This finding indicates that constructive disagreements can help departments identify unrealistic plans, correct operational assumptions, and develop better cross-functional solutions. For example, disagreements between sales and production may lead to more feasible delivery commitments, while disagreements between purchasing and quality control may improve supplier-related decisions. This result is consistent with the constructive conflict perspective, which suggests that task conflict may improve decision quality when managed appropriately (Jehn, 1995; De Wit *et al.*, 2013). However, this positive effect should be interpreted carefully because task conflict can become harmful if it becomes excessive or turns into personal conflict.

Fifth, relationship conflict had a negative direct effect on supply chain coordination performance. This result indicates that emotional tension and interpersonal distrust weaken cross-functional synchronization, responsiveness, and joint problem-solving. This finding is consistent with prior conflict research showing that relationship conflict reduces cooperation and performance (De Dreu & Weingart, 2003; De Wit *et al.*, 2012). In manufacturing firms, relationship conflict may be particularly harmful because supply chain coordination requires continuous interaction among departments with different priorities and performance targets.

Finally, the mediation results show that information sharing partially mediates the relationship between task conflict and supply chain coordination performance, with a VAF of 27.2%. This suggests that task conflict improves coordination both directly and indirectly by encouraging information exchange. Information sharing also mediates the relationship between relationship conflict and coordination performance, with a VAF of 40.2%. This indicates that one important reason relationship conflict reduces coordination is that it weakens information-sharing behavior. Overall, the study contributes to conflict management and supply chain literature by showing that interdepartmental conflict affects coordination not only directly but also through information sharing. Practically, manufacturing managers should encourage constructive task debate while preventing relationship conflict, and they should strengthen formal and informal information-sharing mechanisms to improve supply chain coordination.

CONCLUSION

This study examined how interdepartmental task conflict and relationship conflict affect supply chain coordination performance in manufacturing firms, with information sharing as a mediating mechanism. The findings show that task conflict positively influences information sharing and coordination performance, while relationship conflict has negative effects. Information sharing also enhances coordination performance and mediates the effects of both types of conflict. These results confirm that constructive task-related disagreement can improve coordination when supported by effective information exchange, whereas interpersonal tension weakens cooperation.

The study contributes to conflict management, supply chain coordination, and Information Processing Theory by showing that coordination depends not only on systems and procedures but also on cross-functional communication quality. For managers, the findings suggest the need to encourage constructive task debate,

reduce relationship conflict, strengthen information-sharing practices, and align departmental performance indicators. For policymakers and industry associations, supply chain support programs should include training in conflict management, integrated planning, and ERP-based coordination.

This study is limited by its cross-sectional design, self-reported data, manufacturing-firm context, and focus on information sharing as the main mediator. Future research should use longitudinal designs, objective performance indicators, different industries, additional mediators, moderators, and cross-country or firm-size comparisons.

REFERENCES

Barratt, M. (2004). Understanding the meaning of collaboration in the supply chain. Supply Chain Management: *An International Journal, 9*(1), 30–42. https://doi.org/10.1108/13598540410517566

Blau, P. M. (1964). Exchange and power in social life. Wiley.

Cheng, J.-H. (2011). Inter-organizational relationships and information sharing in supply chains. *International Journal of Information Management, 31*(4), 374–384. https://doi.org/10.1016/j.ijinfomgt.2010.09.004

De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology, 88*(4), 741–749. https://doi.org/10.1037/0021-9010.88.4.741

De Wit, F. R. C., Greer, L. L., & Jehn, K. A. (2012). The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology, 97*(2), 360–390. https://doi.org/10.1037/a0024844

De Wit, F. R. C., Jehn, K. A., & Scheepers, D. (2013). Task conflict, information processing, and decision-making: The damaging effect of relationship conflict. *Organizational Behavior and Human Decision Processes, 122*(2), 177–189. https://doi.org/10.1016/j.obhdp.2013.07.002

Flynn, B. B., Huo, B., & Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach. *Journal of Operations Management, 28*(1), 58–71. https://doi.org/10.1016/j.jom.2009.06.001

Galbraith, J. R. (1974). Organization design: An information processing view. *Interfaces, 4*(3), 28–36. https://doi.org/10.1287/inte.4.3.28

Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). SAGE Publications.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*, 115–135. https://doi.org/10.1007/s11747-014-0403-8

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly, 4*0(2), 256–282. https://doi.org/10.2307/2393638

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration, 11*(4), 1–10. https://doi.org/10.4018/ijec.2015100101

Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Rao, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega, 34*(2), 107–124. https://doi.org/10.1016/j.omega.2004.08.002

Phan, A., Nguyen, H. T., Nguyen, H., & Matsui, Y. (2023). Contribution of information sharing to supply chain performance in developing country: Empirical evidence from manufacturing plants in Vietnam. *Quality Innovation Prosperity, 27*(2), 122-138.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Simatupang, T. M., & Sridharan, R. (2005). The collaboration index: A measure for supply chain collaboration. *International Journal of Physical Distribution & Logistics Management, 35*(1), 44–62. https://doi.org/10.1108/09600030510577421

Wiengarten, F., Humphreys, P., Cao, G., Fynes, B., & McKittrick, A. (2010). Collaborative supply chain practices and performance: Exploring the key role of information quality. Supply Chain Management: *An International Journal, 15*(6), 463–473. https://doi.org/10.1108/13598541011080446