

Psychosocial Determinants of Organizational Conflict in a Digital Work Environment

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Digital work

Conflict

Technostress

Resilience

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Research focus

Why organizational conflict changes in digital workplaces

research focus

Digital transformation changes the workplace

Remote work, virtual communication, automated platforms and digital management systems reshape organizational structures and daily interactions.

Conflict becomes psychosocial

Conflicts are no longer only about tasks or hierarchy; they are increasingly linked to stress, emotional exhaustion, reduced interaction and communication gaps.

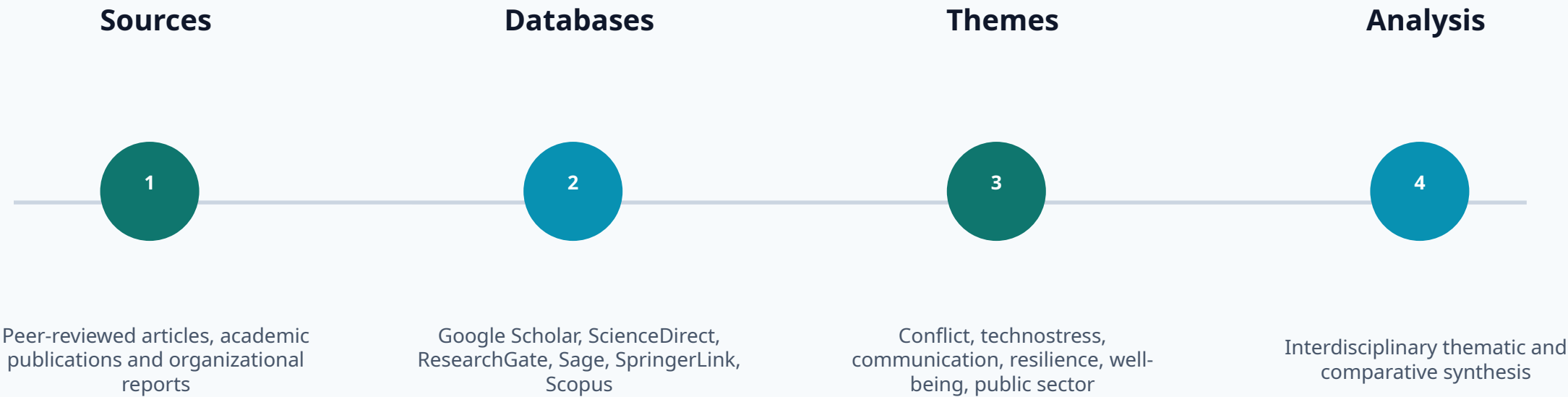
The gap is especially relevant in public institutions

Bureaucratic structures and formalized communication make adaptation more complex, particularly in the Georgian public sector context.

Methodology

Narrative review of international and Georgian literature

method



Purpose: to synthesize how digital transformation generates psychosocial conflict risks and what organizational conditions reduce them.

Conceptual framework

From digitalization to conflict escalation or resilience

framework



Main argument: technological modernization alone is insufficient unless organizations also modernize communication, support systems and leadership practices.

Key psychosocial determinants

What most directly increases conflict risk

determinants

1. Communication asymmetry

Fragmented digital channels reduce context, feedback and emotional cues.

2. Technostress

Continuous connectivity, rapid platform changes and digital overload create cognitive fatigue.

3. Role ambiguity

Digital reforms can produce unclear expectations, non-routine tasks and uncertainty.

4. Emotional isolation

Reduced face-to-face contact weakens trust and interpersonal tolerance.

5. Insufficient support

Lack of psychosocial support and weak feedback intensify dissatisfaction.

6. Managerial gaps

Limited emotional intelligence and weak digital moderation allow conflicts to escalate.

These determinants interact: information deficits and overload intensify stress, which reduces emotional resilience and raises the probability of conflict escalation.

Public sector and Georgian context

Why the issue is institutionally sensitive

context

Public-sector conditions

- Bureaucratic and hierarchical structures
- Centralized decision-making and formal procedures
- Digital reform pressure and new competency demands
- Higher risk of communication fragmentation



Georgian research relevance

- Psychosocial dimensions remain underexplored
- Existing work often focuses on modernization and efficiency
- Employee well-being, trust and resilience need deeper attention
- Conflict management becomes part of institutional sustainability

Managerial implications

How organizations can prevent destructive conflict

implications

1

Transparent digital communication

Clear role expectations, structured feedback loops and context-rich instructions reduce ambiguity.

3

Adaptive digital leadership

Managers require emotional intelligence, digital moderation skills, fairness and trust-building competence.

2

Psychosocial risk management

Organizations need mechanisms for monitoring stress, overload, emotional exhaustion and isolation.

4

Constructive conflict management

Conflict should be treated as a diagnostic signal and transformed into learning, not suppressed.

Core recommendation: digital transformation strategies should explicitly include employee-centered communication, psychosocial support and adaptive conflict-management practices.

Conclusion

Digital transformation must also be psychosocial transformation

conclusion



Digital work increases flexibility but also creates new conflict risks.

The strongest determinants are communication asymmetry, technostress, uncertainty and weak support.

Public institutions need particular attention because formal structures can intensify adaptation pressure.

Sustainable digitalization requires transparent communication, adaptive leadership and psychosocial well-being.

Future research: comparative and longitudinal studies should examine how digital workplace transformation affects employee emotional adaptation, especially in developing and transitional institutional contexts.