Relationship of Conflict Management on Employees' Performance in a Private Sector Organisation in Nepal

Arbind Shrestha,[1] Ph D. and **Balgopal Singh**[2], Ph.D.

[1]Ph.D. Scholar, Banasthali Vidhyapith, Rajasthan (India)

[2]Associate Professor, Banasthali Vidhyapith, Rajasthan (India)

Abstract

The purpose of this study is to investigate the ways in which approaches for resolving disagreements influence the performance of workers in private sector organisations. The following strategies for conflict resolution were taken into consideration: competing, avoiding, accommodating, compromising, and collaborating. With the descriptive survey design, the questionnaire that was prepared by the researcher was utilised. Both the Employee Performance Questionnaire and the Conflict Management Strategies that were tagged were utilised in the process of data collecting. According to the findings of the studies, techniques for conflict management have a major influence on the performance of employees. As a result, it was recommended that, in order to enhance the productivity of workers at their place of employment, disagreements of any kind should be skillfully managed rather than ignored. Individuals working at all levels of the organisation should be provided with the right behavioural guidance and training on how to handle conflict. Supervisors are required to get continual training on how to settle disagreements in order to bring about an increase in the productivity of workers while they are on the job.

Keywords

Dispute resolution, employee's performance, training, productivity

Introduction

No matter how big or small, public or private, every organization's main goal is to further a certain set of political, social, or economic goals. These goals could include making money, making things, providing services, making goods, and increasing sales, among other things. There is only one way to reach these goals, though: using people to use other resources, like money, things, tools, and data (George and Jones, 1996). Organisations are made up of different people with different views, ideas, skills, and personalities, so conflict is bound to happen. There is no way for a business to work as quickly as it can every day without running into difficulties. As a result, conflict is the most common, all-encompassing, and widespread thing that happens when people connect and do things with others. Different researchers have also looked into how differences at work might affect how well people do their jobs. According to Usendok (2022), there is a positive link between employee success and conflict at work. However, Unguren and Arslan (2021) found that there is a negative link. It has also been revealed that Nnamdi Azikiwe University, Awka (UNIZIK), and Chukwuemeka Odumegwu Ojukwu University (COOU) have not done any research to look into this relationship. Because of these different worries, this study has to be done to look into workplace conflict and how it

affects worker performance in the chosen Anambra State schools. This work's rest is organised like this: literature review, methodology, results analysis, conclusion, and recommendations. Conflict is an important and helpful part of working in a group. It can't be helped and is necessary for the process of change. Instead of being a problem, it actually makes people want to work together. There are two sides to the conflict: one is damaging and harmful, and the other is based on finding solutions. Instead of making it harder for people to work together, the second type happens when they are willing to put aside their differences, listen to others, and be honest and open with each other. No matter how you feel about disagreement, it's important to know that it's one of the best ways to change things and make things better when things aren't working out. In fact, there might not always be a real problem that needs to be solved in order to promote peace between people and a good work environment that encourages teaching and learning. Instead, there might be a need for better communication, collaboration, and teamwork. So, conflict shouldn't always be seen as a bad thing. Instead, it should be seen as something that will happen and could be good if it's handled well. "The Effects of Strikes and Lockouts," a paper Otobo wrote in 1987, looked at the psychological, political, and economic effects of labour disputes. In the end, strike action affects everyone involved. What is needed for an effective It's hard to say enough about how important conflict management is for helping businesses get past problems that come up because of disagreements and reach their goals.

Statement of Problem

Conflict inside an organisation emerges when one individual perceives that another's activities jeopardize or obstruct their objectives. Most disagreements in private enterprises arise from the employer's inability to adhere to the collective bargaining agreement, leading employees to engage in industrial action, including complete strikes or work-to-rule measures. When employees engage in industrial action, the organisation generally suffers a decline in output, skilled labour, man-hours, machine-hours, employee morale, and reputation. Analysing the company's conflict management strategies and employee performance from the viewpoints of both managerial and non-managerial personnel is pertinent.

Research Objectives

The following are the study's goals:
- To identify the causes of conflicts in an organization.
- To examine the consequences of conflict on employee performance in the organization.
- To investigate the methods employed by the organization in solving conflict.
- To ascertain how much there is a correlation between private sector employees' performance and conflict management techniques.

Research Questions

The incompatibility of organizational members' interests, goals, and values—which frequently contributes to competition for positions, resources, authority, recognition, and security—prompts the following research topics:

- Are dispute resolution techniques and workers' performance in the private sector significantly correlated?
- How do the different conflict management strategies (Competing, Avoiding, Accommodating, Compromising and Collaborating) relate to employees' productivity in the workplace?

Research Hypothesis

Given the above research questions, the following null hypotheses were formulated:
   H1:There is no significant relationship between the performance of employees in the commercial sector and conflict management techniques.
   H2:There is a significant relationship between the performance of employees in the commercial sector and conflict management techniques.

Literature Review

Longe (2015) investigated how workplace dispute resolution affects organizational effectiveness: This study examined the relationship between workplace conflict management and organizational performance at a manufacturing company in Nigeria. Non-integrative conflict management strategies were found to have a statistically significant detrimental influence on organizational performance. "Furthermore, the results of the regression analysis demonstrated that the method of collective bargaining had the most substantial and robust positive correlation with organizational performance. Additionally, the study's findings demonstrated that a range of organizational experiences based on goal incompatibility and economic orientations led to disputes in the workplace. It was discovered that union-management conflict was the most prevalent type of industrial dispute in the organization. According to the study's findings, conflict is an unavoidable aspect of working in an organization and can either enhance or degrade performance, depending on how it is handled. Olu & Abolade (2014) investigated how conflict resolution affected workers' performance in a Nigerian public sector company. This study used the Power Holding Company of Nigeria (PHCN) as a case study to investigate the relationship between conflict resolution and employee performance in a public sector firm. The hypotheses were examined using regression analysis and the correlation coefficient. The findings demonstrated that good conflict management has an impact on employee performance inside a business as well as the efficacy of its conflict management system. It was recommended that the firm retrain its employees in conflict resolution strategies in order to create a positive work environment for its employees. Additionally, the organization should place a high priority on efficient communication within and among all staff types. As a result, there will be less conflicts within the company. Lazarus (2013) investigated the relationship between employee productivity and conflict management strategies in a Nigerian state civil service. This study examines how conflict resolution methods affect the productivity of employees in the Nigerian civil sector. Four methods of resolving disputes were examined: negotiation, avoidance, imposition, and collective bargaining. The descriptive survey design was applied to the self-created questionnaire. Data was gathered using the Employee Productivity Questionnaire and categorized Conflict Management Strategies. Following a reliability analysis, the instrument's overall Cronbach Alpha reliability coefficient was determined to be 0.92. The Taro Yamane method was used to determine the sample size, and 240 respondents were selected from a cross-section of four ministries within the Akwa Ibom State Civil Service in South-South Nigeria using a stratified random selection technique. Pearson Product Moment Correlation and multiple regression were used to assess the ideas. Collective bargaining and negotiation dramatically boosted worker productivity, while avoidance and imposition significantly hindered it. Additionally, collective bargaining and negotiating were strongly positively correlated with employee productivity. As a result, it was suggested that rather than being ignored, every conflict should be appropriately handled to increase worker productivity. Workers at all levels should be given the proper behavioral guidelines and dispute resolution training. Supervisors need to be adequately trained and

retrained in conflict resolution tactics if they want their employees to be more productive at work. Agwu (2013) See the article "Julius Berger Nigeria PLC: Conflict Management and Employee Performance." Island of Bonny The study focused on Julius Berger Nigeria Plc. Bonny Island's personnel and conflict management performance. This viewpoint holds that when the goals, values, or interests of multiple individuals or organizations diverge, organizational conflict results. All parties involved are presumed to be integrated. interests will greatly enhance employee performance and reduce conflict at work. Its foundation is the democratic method of resolving disputes. The study topic focused on how management and employees at Julius Berger Nigeria Plc. in Bonny Island see the effectiveness of conflict management strategies and how much of a relationship they have with employees' performance. The study will take place from August to September 2012 at Julius Berger Nigeria Plc., Bonny Island.

Conceptual Framework

When one person feels that the actions of another are endangering or impeding his aims, conflict in the organization arises. According to Jones and George's (2003) classification, there are numerous causes of organizational disputes, each with distinct traits as illustrated in the

Figure. 1.1

Duke (1999) noted that when objectives are unclear or when management places the responsibility on any one or more of the units involved in the work process, conflicts may develop between individuals or groups within the company. Still, not every conflict is positive or constructive. Odusami (2002) identified conditions of service, opportunity, salary and wages, and job security as the leading sources of conflict in Nepal.

Theoretical Framework

Conflict is frequently seen as a bad thing that prevents a group or set of aims from succeeding. Although conflict can have a negative influence on the group, depending on its nature, it can also have good effects. The ideal and necessary degree of conflict for an organization to achieve optimal performance and efficient decision-making is shown in the image. Therefore, management must appropriately handle conflicts in order to improve organizational

performance because doing so will lead to improved cooperation, time management, communication, and overall performance. Since most task-related conflict permits the exchange of ideas and promotes improved performance among the workforce, a healthy conflict enhances decision outcomes, particularly in task-related conflict and group productivity by improving the quality through constructive criticism and individuals playing a devil's advocate role.
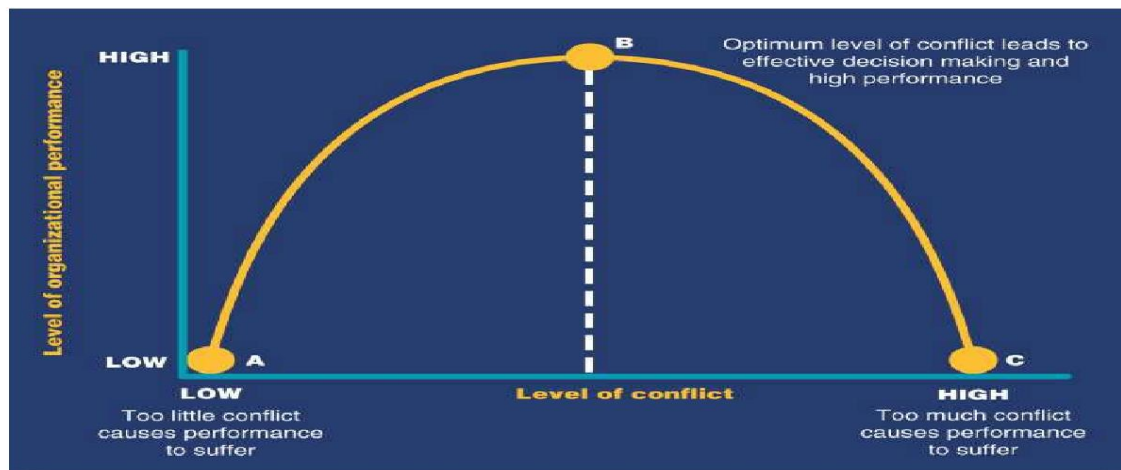
Korbanik, Baril Watson, and Wall and Galenes (1993) discussed the integrating style of conflict resolution, demonstrating that this approach yields significant benefits for all parties involved. According to Rahim (2004), an organization's leadership power structure buffers the need for conflict resolution techniques." Because employees occasionally display acceptance behavior over the superior's attitude, showing apathy and submission with no display of violence, organizational stability may be preserved even when the leader lacks conflict management skills.

Research Methodology

The employees of private organizations are the exclusive focus of this study. It is expected that the sample respondents' answers will reflect the views of both managerial and non-managerial staff members regarding how they view conflict resolution and employee performance inside the organization. The study was conducted utilizing 50 participants and a descriptive research approach. "The study's main component is the cross-sectional survey research design, which is used to produce the necessary primary data. Descriptive and inferential statistics were used to analyze the acquired data. Using a five-point Likert-type scale that ranged from Strongly Agree to Agree to Neutral to Disagree to Strongly Disagree, the questionnaire was created to ensure that the opinions of the 50 sample respondents were fairly represented.

Data Analysis

Tables were used to display the sample respondents' questionnaire answers, and the t-test was used to assess the hypotheses at the 0.01 level of significance for sampling error. Fifty copies of the survey were distributed, gathered, and utilized for the study.

Table 1. Presentation and Analysis Demographic Factors of Respondent

Age of Respondents Data	Frequency	Percent
Below 25 Years	15	30.0
26-35 Years	35	70.0

Cont.

Total	50	100.0

Source: Primary Data

Table 1, represents the age group of respondents. The majority of the age group is below 25 Years with 70 % of the total respondents. 30 % of the respondents are from age group 26-35.

Table 2. Gender of Respondents

Gender of Respondents	Frequency	Percent
Male	35	70.0
Female	15	30.0
Total	50	100.0

Source: Primary Data

Table 2, represents the gender of respondents. Here from 50 respondents 70% are male and 30 % are female.

Table 3. Working Experience of Respondents

Working Experience of Respondents	Frequency	Percent
1-2 Years	32	64.0
2-5 Years	9	18.0
More than 5 Years	9	18.0
Total	50	100.0

Source: Primary Data

Table 3 represents the experience in working environment. The percentage share of respondent's experience from 1-2 years is 64%, 2-5 years is 18%, More than 5 is 18%.

Table 4. Descriptive Statistics, Sources of Conflict

Sources of Conflict	Minimum	Maximum	Mean	Std. Deviation
Unacceptable terms of employment such as poor hours of work, poor salary, and lack of fringe benefits	1	5	1.98	1.13
Poor human relations between management and employees	1	5	2.54	1.13
No consultation with employees before key decisions affecting them are taken	1	5	2.08	1.29
The anti-union posture of management	1	5	2.66	1.44
N=50				

Source: Primary Data

From the table 4 above, there is no any consistency that can be generalized as the standard deviation is greater than 1.

Table 5. Conflict Management Strategies

Conflict Management Strategies	Minimum	Maximum	Mean	Std. Deviation
Competing	1	4.0	2.53	1.02

Cont.

Avoiding	1	4.5	2.33	0.93
Accommodating	1	3.5	2.32	0.82
Compromising	1	4.0	2.67	0.95
Collaborating	1	5.0	2.35	1.03
N=50				

Source: Primary Data

From the table 5, the conflict management strategies Avoiding, Accommodating and Compromising is consistent as their SD<1. Here the conflict management strategies
- Avoiding has mean 2.33.and SD 0.93
- Accommodating has mean 2.32 and SD 0.82
- Compromising means 2.67 and SD 0.95

Here three of the statement is consistent as SD<1 and two of the statement is not consistent SD>1.

Table: 6. Employee Performance

Employee Performance	Minimum	Maximum	Mean	Std. Deviation
Quality of Services is improving	1	5	2.58	1.09
Better human relations between management and staff	1	5	2.52	1.18
Reduced incidence of conflicts	1	5	2.36	0.98
Fewer disruptions in construction activities	1	5	2.70	1.07
Reduced late coming and absenteeism	1	5	2.33	1.24
N = 50				

Source: Primary Data

From the above table 6 the statement "Reduced incidence of conflicts" is only consistent as SD<1 with mean 2.70.

Table 7. Correlation between variables

Correlation Between Variables		Competing	Avoiding	Accommodating	Compromising	Collaborating	EP
Competing	Pearson Correlation	1					
	Sig. (2-tailed)						
Avoiding	Pearson Correlation	.676**	1				
	Sig. (2-tailed)	0.000					
Accommodating	Pearson Correlation	.637**	.506**	1			
	Sig. (2-tailed)	0.000	0.000				
Compromising	Pearson Correlation	.580**	.475**	.852**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
Collaborating	Pearson Correlation	.369**	.682**	.529**	.630**	1	
	Sig. (2-tailed)	0.008	0.000	0.000	0.000		
EP	Pearson Correlation	.677**	.725**	.619**	.627**	.614**	1

Cont.

	Sig. (2-tailed)	0.001	0.000	0.003	0.002	0.003	
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Primary Data

Table 7 shows the correlation coefficient between Conflict management strategies and employee performance. The correlation coefficient between Competing and EP, (r) =0.677, which is positively correlated and Significance. Value or P-Value =0.001<0.01, which means there is significance relationship between Competing and EP. The correlation coefficient between Avoiding and EP, (r) =0.725, which is highly positively correlated and Sig. value or P-Value = 0.000<0.01, which means there is significance relationship between Avoiding and EP. The correlation coefficient between Accommodating and EP, (r) = 0.619, which is positively correlated and Sig. value or P-Value = 0.003<0.01, which means there is significance relationship between Accommodating and EP. The correlation coefficient between Compromising and EP, (r) =0.627, which is positively correlated and Sig. value or P-Value = 0.002<0.01, which means there is significance relationship between Compromising and EP. The correlation coefficient between Collaborating and EP, (r) =0.614, which is positively correlated and Sig. value or P-Value = 0.003<0.01, which means there is significance relationship between Collaborating and EP.

Findings

The major findings of the study are outlined below:
- Fifty respondents from various organizations participated in the data collecting.
- Eighty-nine percent of the respondents were in the 20–30 age range. Seventy percent of all respondents are under the age of twenty-five. Thirty percent of the responders are between the ages of 26 and 35.
- Of the 50 responders, 30% were women and 70% were men.
- Sixty-four percent of respondents have one to two years of experience, 18 percent have two to five years, and 18 percent have more than five years.
- There is a strong and positive association between EP and competing. Thus, competition has a big effect on EP.
- Avoiding and EP have a significant and highly positive association. Therefore, avoiding has a big effect on EP.
- There is a strong and positive association between EP and accommodating. Therefore, accommodating has a big effect on EP.
- The association between EP and compromise is considerable and favorably correlated. Therefore, compromise has a big effect on EP.
- There is a strong and positive association between EP and collaboration. Therefore, collaboration has a big impact on EP.
- Employee performance and conflict management strategies are positively correlated. Conflict management techniques are therefore important for employee performance.

Conclusion

This study has examined the role of different conflict resolution strategies and the relationship between them and employees' job performance. It has been demonstrated that using conflict management techniques like competing, avoiding, accommodating, compromising, and cooperating greatly improves employee performance. This research project aims to effectively address how conflict management affects employee performance in a private sector business.

Disagreement between the different levels of management within the organization may jeopardize its viability. The current study looks at the unique effects that dispute resolution has on workers' productivity and the general operation of private sector companies." Managers may create a work climate that supports employee performance by implementing effective dispute resolution techniques. Thus, in contrast to the use of conflict resolution techniques force can increase employee productivity.

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