Conflict Management Strategies And Employee Performance In Banking Sector Of Pakistan

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Abstract
The present study investigates the impact of conflict management practices on employee performance. Competing, collaborating, avoiding, compromising, and accommodating are taken as conflict management practices. The data has been collected from the employees of the banks in Karachi, Pakistan. A five-point Likert scale questionnaire has been used as the data collection technique. The regression analysis conducted in this research as the conceptual framework includes multiple independent variables and a single dependent variable. Moreover, the study included recent literature, i.e., from the years 2018-2021. The study found a significant positive relationship between accommodating and employee performance. Also, the study found that there is a significant positive relationship between avoiding and employee performance. Moreover, the study identified that there is a significant positive linkage between collaborating and employee performance. Likewise, the study found that there is a significant positive relationship between competing and employee performance. Lastly, the study concluded that there is a significant positive relationship between compromising and employee performance. Due to a lack of financial resources, the study was limited to collecting responses from Karachi-based banks, rendering generalizability hard. Furthermore, to evaluate correlations between the constructs, this study focused on cross-sectional data. Similarly, only bank workers were surveyed in this study. The study advised that the company should adopt conflict resolution strategies for its employees and implement proper conflict resolution processes. Staff disagreements should be resolved as soon as possible. Mechanisms for resolving staff disagreements should be implemented.

Keywords: Conflict management strategies, HRM, banking sector, employee performance, Karachi, Pakistan.
Introduction

Due to growing demand to enhance organizational results and operational efficiencies at all levels, organizations have undergone significant changes (Trojanowska et al., 2018). Most, if not all, occupations in organizations need interpersonal connections (Aqqad et al., 2019). However, one obstacle stands in the way of building an environment that encourages cooperation. This issue is related to the fact that individuals are always competing for limited resources, power, prestige, and other factors, limiting their capacity to cooperate. Conflict is a term used to describe such a situation (Caputo et al., 2018).

Conflict can have negative repercussions such as dispersed habits, lower productivity, and dissatisfaction. In the context of positive outcomes, a company may improve its decisions, inventiveness, and performance. Drawing the significance of conflict in the workplace, it has been claimed that controlling conflict is critical to a company’s long-lasting sustainability as well as success (Nzilani et al., 2019). It has also been claimed that ignoring or concealing disagreement can lead to distrust and defensiveness and detrimental impacts on group productivity and self-improvement (Muthinja & Chipeta, 2018).

There are different strategies for conflict management, including, competing, collaborating, compromising, avoiding, and accommodating (David, 2018). When the disadvantages of addressing the other person outweigh the benefits of resolving the dispute, the avoiding strategy is acceptable. It may also be utilized to solve minor problems (Zhang et al., 2017). Whereas, Compromising is a give-and-take arrangement in which both sides give up something to reach an agreement. Individuals with this personality type are cooperative and aggressive. When the interests of both sides in a conflict scenario are mutually incompatible, this approach is suitable (McKibben, 2017).

Furthermore, even if many less credible people had propagated the conflict message further, this competing management style marked by aggressiveness would not have been particularly prosperous in the event of a highly relied community member. In a competing conflict management approach, the hosting organization as well as its activities are vigorously defended. On the other hand, an aggressive approach is exceptionally harmful if people are already unhappy and negative (Apipakul & Kummoon, 2017). Additionally, collaboration (high assertiveness along with cooperativeness) involves integrating, problem-solving, and verifying all parties’ concerns. Therefore, even though many of those expressing critical opinions have a low level of credibility, a competitive management style does not work (Meng et al., 2018b). The collaborating conflict management technique, on the other hand, is the most effective, just as it is in the basic situation.

This research is the first to look at the part of different conflict management strategies along with their effect on Employee Performance in the banking sector of Pakistan. Finally, our research adds up to the body of knowledge on EP and provides significant practical implications for organizations looking to improve EP. Through empirical verification of the ideas presented above, it is believed that this study will act as a helpful route for identical sorts of future research.

Background

The intense rivalry among businesses has increased the need for conflict management strategies to achieve employee performance (EP) in Pakistan (Min et al., 2020b). Small enterprises account for 90% of all business in Pakistan (most of them function in the easy-going, undocumented area) (Min et al., 2020b). While working in the organizations, there is a clash of attitudes and behaviors between managers and employees, and between groups, conflict arises. A conflict is essentially a dispute that can occur due to various causes such as anger, distrust, personality conflicts, and institutionally discriminatory policies (Akhtar et al., 2020). For foreign businesses and markets that desire to purchase or partner with Pakistani
In order to remain in the rapidly growing market, firms have realized that there is a dire need to create different and dynamic traits to encourage competitive benefits. Therefore, the firms are focusing on utilizing their HR, specifically on employee performance (EP), as an antecedent of strategic gain (Diamantidis & Chatzoglou, 2019). One of the critical factors that help the firms enhance performance employees is the effective handling of conflict management strategies. Previous studies have revealed that the team strategy to deal with conflicts impacts performance (Hu et al., 2017).

Nissa et al. (2018) explained that conflict is one of the most volatile factors which could cause hindrance in the employee’s performance. Moreover, employees who perceive poor management of conflicts within the workplace are more likely to be less satisfied and are possess a higher intention of leaving the organization. As a part of strategic alliance, many firms participate in joint ventures to gain the competitive advantage to cope with the current challenging marketplace. However, the failure rate is higher in joint ventures due to poor performance and instability (Liu et al., 2020a).

Conflict management has gained a considerable amount of attention from the researchers in current years. However, most of the studies conducted to understand the impact of conflict management have focused on five common styles: compromising, avoiding, obliging, integrating, and dominating (Alhamali, 2019a). Moreover, only some studies have investigated the work-related notions of the employees on conflict management methods as well as how it impacts the performance (Meng et al., 2018b). In order to fill the research mentioned above gaps, the current study has used competing, collaborating, and comprising as parts of the conflict management strategies to provide a comprehensive conceptualization of the influence of conflict management practices on employee performance.

**Problem Statement**

In order to remain in the rapidly growing market, firms have realized that there is a dire need to create different and dynamic traits to encourage competitive benefits. Therefore, the firms are focusing on utilizing their HR, specifically on employee performance (EP), as an antecedent of strategic gain (Diamantidis & Chatzoglou, 2019). One of the critical factors that help the firms enhance performance employees is the effective handling of conflict management strategies. Previous studies have revealed that the team strategy to deal with conflicts impacts performance (Hu et al., 2017).

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**Literature Review and Development of Conceptual Framework**

**Thomas-Kilmann Conflict Mode Instrument (TKI)**

A five-category model for the categorization of different modes of conflicts was initially introduced by Blake et al. (1962). According to the framework suggested by Blake et al. (1962), the modes of conflict included forcing, smoothing, problem-solving, compromising, and withdrawing. Thomas (1976), then
revised this model and proposed a new model named Thomas-Kilmann conflict mode (TKI). Thomas and Kilmann carried out extensive research to reduce the social desirability bias inherence. TKI assesses the individual’s behavior in conflicting conditions, i.e., the conditions in which the issues of two parties contradict and seem to be antagonistic. According to TKI, the behavior of the conflicting parties can be described grounded on two fundamental dimensions, namely assertiveness, and cooperativeness (Kilmann & Thomas, 1977). Assertiveness refers to the extent to which one of the conflicting sides tries to reassure their concerns, whereas; cooperativeness refers to the extent to which a conflicting side attempts to satisfy the concerns of the opposing side (Riasi & Asadzadeh, 2015). These two dimensions can be used to describe the five modes of conflict further. The five modes of conflict are named competing, collaborating, compromising, avoiding, and accommodating. Competing is uncooperative and assertive and refers to a power-oriented mode. Collaborating is cooperative and assertive; compromising is intermediary in both cooperativeness and assertiveness. Accommodating is cooperative and unassertive whereas, avoiding is uncooperative and unassertive (Thomas, 2008). As per TKI, in conflict management, the most crucial factor is the determination of wrong and right paths or answers in order to handle the conflicts. TKI can be easily incorporated into the courses of management development, personal growth programs and leadership programs because it is self-scoring and self-administering (Jones, 1976).

Competing is defined as an aggressive and assertive approach and, in some instances, is defined to as the ‘win or lose’ method (Meyer & Surujal, 2013). Kilman and Thomas (1974), proposed a theory and identified five different conflict management styles. According to the theory, the competing style is operated from a leadership position and relates to pursuing own concerns at the expense of others (McKibben, 2017).

Collaborating refers to altering activities, exchanging information, sharing resources, and improving the capacity and capability with mutual consideration of benefits adhering to a common purpose (Stoeffler, 2018). Min et al. (2020a), stated that the employees prefer collaborating strategies to resolve conflicts to enhance employee performance. Within the context of TKI, collaborating is both cooperative and assertive, which is referred to as digging into an issue to discover a solution that would fully satisfy all the parties of interest (Schaubhut, 2007).

Compromising refers to giving and taking, where both parties make a mutually acceptable decision by giving up something (Özdemir et al., 2009). According to the TKI, compromising is intermediate in both cooperativeness and assertiveness aimed towards partially satisfying the concerns of the conflicting parties by finding a middle ground position (Schaubhut, 2007).

Avoiding is defined as withdrawing or sidestepping from a potentially problematic situation. TKI avoiding is uncooperative and unassertive, which involves the deterioration of both own and other’s concerns by not addressing the issue (Schaubhut, 2007).

In the context of TKI, accommodating is cooperative and unassertive. It refers to neglecting own concerns to completely satisfy the other party’s concerns (Schaubhut, 2007). Accommodating allows one of the conflicting parties to place the interests of the other party above their interests to deal with situations of dissimilarities (Min et al., 2020a).

Employee performance is termed as the amount of work achieved by an employee in conducting the tasks allocated to them grounded on their sincerity, skills, and experience (Sutia et al., 2020). Employee performance is the combination of efforts, characteristics, and abilities (Suma & Budi, 2021).

**Hypothesis Development**
Competing and Employee Performance

Employees become more independent as a result of competitive conflict. A win-lose scenario has been related to a competitive style (high care for self along with low concern for others). This is a confrontational strategy that results in one party giving in to the other (Sahoo & Sahoo, 2019). Some of the systematic methods employed in this approach, according to Alabu et al. (2020), are direct communication about the issues, continuous disagreement with other parties’ opinions while keeping fixed to an individual’s viewpoint, and tries to gain control of communication channels. Individuals who place a greater emphasis on independence as well as less on interdependence may tend toward a competitive style of conflict resolution, which improves the chances of a perceived maximum personal benefit, apart from the achievement in win-win circumstances (Mehwish et al., 2017). Employees that use this technique frequently force their views or opinions on their coworkers, and the resulting conflict frequently has unfavorable outcomes (Nwadike Rita, 2019). Hence, we hypothesized:

H1. Competing has an impact on employee performance

Collaborating and Employee Performance

Strategy of collaborating resolves the issue in a way that benefits both parties such as they are more likely to address shared problems, exchange perspectives, and listen to others’ recommendations, ending in a more efficient solution and decreased cost along with time (Wang et al., 2020). Furthermore, a collaborative approach encourages partners to work toward common goals, supports integrated, high-quality solutions to issues, and increases partners’ trust in effective partnership (Batool & Hayat, 2019). Thus, we stated:

H2. Collaborating has an impact on employee performance.

Compromising and Employee Performance

The compromise conflict resolution approach stands intermediary to the two dimensions, i.e., concerns for self-interest as well as concern for others (Noermijati et al., 2019). Compromising tactics show a modest interest in reaching out for mutual agreements, but they are less interested in working together to accomplish them (FRANCIS, 2018). This approach has been described as a half-hearted approach to issue resolving (Meng et al., 2018a). As per Min et al. (2020a), when people’s desire to untangle the core reasons of conflict is not fully sustained, they tend to adopt this approach. According to Wiradendi Wolor (2019), a compromise approach has a good impact on a company’s innovative success, is favorably connected to employee performance, and is adversely related to conflict’s harmful elements. Therefore, we hypothesized:

H3. Compromising has an impact on employee performance

Avoiding and Employee Performance

The avoidance strategy aims to smooth up disagreements swiftly. The avoiding conflict management approach is based on the idea that problems and difficulties should not be brought up and considered between the parties (Aqqad et al., 2019). According to Ayub et al. (2017), it is defined by a lack of care for oneself and others, and it adopts measures that will assist in restricting dealing with the problem openly, either by ignoring it or diverting the conversation to a different topic. On the contrary, they tend to act unconcerned with their issues and the concerns of other team members (Aw & Ayoko, 2017). As a result, some people may utilize this form of dispute resolution to keep their relationships intact, leading to project team disintegration (Reio Jr & Trudel, 2017). Overuse of the avoidance method may direct to a lack of
input, decision-making, and letting problems to fester, all of which can direct to a breakdown in team communication (Grey, 2017). Hence, we proposed:

H4. Avoiding has an impact on employee performance.

**Accommodating and Employee Performance**

Accommodating strategy is commonly used when dealing with superiors, particularly when the managers or superiors are perceived as extremely controlling (Nissa et al., 2018). Moreover, to those mentioned above, an accommodating attitude has been found in scenarios where personal interests collide with those of the project, organization, or even when minor perspective clashes with the majority (Hill-Grey et al., 2020). Similarly, it has linked to amenable demeanor, which entails putting one’s interests aside in order to fulfill the other party, agreeing with the other party’s decisions, and rejecting or declining to express one’s views in favor of others’ arguments or assertions (Wei et al., 2020). Such actions may negatively influence the employee’s performance (Ristic et al., 2020). Thus, we stated:

H5. Accommodating has an impact on employee performance.

**Empirical Studies**

Hasim et al. (2021) intended to use quantitative research methodologies to evaluate the degree of conflict management and performance of the Regional Government of Barru Regency workers. The study’s findings revealed that the indicators utilized in each variable showed conflict management in the Barru District Government received a score of 77.86 percent in the excellent category, and staff performance received a score of 79.78 percent in the excellent category.

The influence of conflict management techniques on employee work-related attitudes, such as job satisfaction and turnover intention, was investigated in this research by Nissa et al. (2018). This research was conducted at the University of Sindh, Mehran University of Information and Technology, and Liaquat Medical College, all of which were public universities in Sindh Province. According to the findings, the results showed that employees experienced psychological retreat from work when supervisors used a dominant management style, e.g., Turnover Intentions. On the other hand, employees were happier with supervisors who exhibited a flexible approach to dispute resolution. This research contributed by giving extensive information on how conflict management styles impact employee work attitudes and an in-depth examination of how supervisors/bosses devise methods that have positive affect on employee work attitudes.

Tabassi et al. (2019) aimed to understand better the relationships between conflict management style, team coordination, and project team performance in multicultural project teams. Data were collected from total 126 team leaders along with the supervisors and total 378 members embedded in diverse, multicultural projects in the construction sector to study how conflict management might participate to team performance by mediating the degree of team coordination. On the contrary to prior study in other team situations, the results suggested that an avoidance approach to conflict management can enhance the performance of multicultural project teams.

Wolor et al. (2019a) assessed the impact of organizational justice, conflict management, compensation, job stress, and work motivation on salespeople’s performance. The results of this research showed that organizational justice has a beneficial effect on employee performance. Conflict management has a beneficial effect on employee motivation. Conflict management has a beneficial impact on staff
productivity. Compensation has a motivating impact during work. Compensation has an indirect impact on job motivation as well.

The influence of Conflict Management styles on team performance were analyzed by Alhamali (2019b). There were five types of styles: avoiding, integrating, dominating, obliging, and compromise. On the other side, team performance was measured in cohesiveness, communication, inventiveness, and quality. Five hypotheses were proposed about the influence of each CM factor on team performance. Results revealed that three conflict management approaches (integrating, obliging, and compromise) were shown to have substantial beneficial benefits on team performance, whereas two types (avoiding and dominating) were found to have significant adverse effects.

Min et al. (2020a) looked at the link between supervisory conduct, conflict management methods, and long-term employee performance, as well as the role of conflict management strategies as a mediator. Data was gathered from Pakistani SMEs in the manufacturing industry. The study’s findings indicated an excellent and robust link between supervisory conduct and long-term employee behavior. Meanwhile, CM methods had a beneficial impact on the link between supervisory conduct and long-term employee behavior. Conflict management methods were shown to be an essential mediator in the link between supervisory conduct and long-term employee performance in this study.

Zahid et al. (2019) conducted this study to see how dispute resolution and procedural fairness impact employee performance in Pakistani universities. The correlation results revealed that all three variables have a strong connection. This demonstrated that both managers’ conflict management methods and perceptions of procedural justice were essential for organizational effectiveness. According to the study findings, when workplace disagreements were resolved constructively, employee performance improves, and procedural justice can help to enhance this link.

Ayub et al. (2017), examined the impact of personality traits in determining conflict and performance in this study. Through conflict and conflict management approaches, researchers investigated the moderated connection between personality as well as performance. Extraverts were more inclined to adopt Integrating, Obliging, Compromising, and avoiding strategies, as predicted, while Agreeable people perceived less conflict. In addition, integrating was preferred by emotionally stable persons, while Neurotics preferred dominating. Thus, although conscientiousness, openness, and emotional stability directly impact performance, the connections between conflict and CM styles explained the link between personality characteristics as well as performance.

The influence of CM on employee performance in several industrial businesses in Lebanon was investigated in this article by Aoun et al. (2020b). First, a conceptual model was created grounded on a thorough literature study in which CMSs and employee performance were thoroughly explored in the context of definitions and prior research. Second, an online survey of 93 employees from three distinct industrial companies specializing in building materials, plastics, and wood and metal furniture in Lebanon was used to take a quantitative approach. The findings showed that, on average, CM had a favorable and considerable impact on employee performance, however only to a limited level. Only collaborative, compromise, and accommodating approaches exhibited a marginally favorable relationship with employee performance.

Meng et al. (2018a), investigated the influence of well-educated young Chinese employees’ conceptions of work on their CM methods in the more tumultuous workplace to handle work-related conflict in China’s transitional period. The findings revealed that a sense of control, fulfillment and reward, holistic concerns, personal growth and development, and meaningfulness were essential aspects of work for well-educated young Chinese employees. The findings also revealed that although young Chinese employees with high requirements to meet people interests in their job prefer to utilize competitive techniques to resolve
workplace issues, employees with vital requirements to serve group interests prefer to utilize collaborative approaches. Those who believe in working together to gain personal objectives by achieving group goals were more inclined to adopt collaborative and compromise approach.

East Java, Noermijati et al. (2019) looked into the association between emotional intelligence, conflict management techniques, and employee performance. The population was consisted of 100 public servants with a minimum of one year of service and a rank of 5. According to the findings of this research, emotional intelligence had a substantial impact on integrating style, compromising style, and employee performance. Also, incorporating style has a vital effect on staff performance. This study also showed that incorporating style can help employees perform better by mediating the impact of emotional intelligence. Finally, our research showed that emotional intelligence in public companies might have the similar advantages as it has in private businesses.

Aqqad et al. (2019), intended to explore the link between emotional intelligence and work performance in Jordanian banks via the moderating impact of CMSs. Both emotional intelligence as well as CMSs were significantly and positively connected to work performance in the study. In addition, emotional intelligence and conflict management approaches were both positively and substantially linked. Finally, conflict management styles were shown to have a substantial mediation influence on the connection between emotional intelligence as well as CMSs.

Figure 1: Conceptual Framework

Methodology

The quantitative approach includes different variables that are examined in a quantifiable manner for identifying their relationships. Besides, the deductive approach relates to the procedure in which hypothesis-testing can be conducted smoothly (Newman, 2000). Hence, the quantitative-deductive approach has been applied in this research as it helped the researcher examine the hypothesis and the relationships between the variables.

The explanatory type has been identified as a process that helps in explaining the research objective and topic in a relatively detailed and in-depth manner (Kumar, 2019). Hence, the explanatory type has been used in this research as it helped provide enhanced knowledge for developing the researcher’s
understanding. Furthermore, relational plan has been applied in this study as it helped the author identify the correlations without any manipulations within the data.

The banking sector has been identified as a significant factor influencing the country’s economy and its growth, and it is under high development and changes (Adil & Jalil, 2020; Khosa et al., 2020). Hence, this research has selected employees of private commercial banks of Karachi, Pakistan.

The Cohen sample size formula calculation process has been identified as widely used in psychological researches. According to this formula, a 95% confidence interval effectively examines the sample size and can give good effects (Sekaran & Bougie, 2016). Therefore, the study has distributed 400 questionnaires to sample population while 311 valid responses were gathered with a response rate of 77.8 percent. This research has used purposive sampling for data collection as it helped gather relevant information and generate valuable and significant results.

The questionnaire can gather a large sample size and is highly useful in quantitative research (Baker, 2003). Hence, a questionnaire grounded on a five-point Likert scale has been applied in this study as it helped the researcher increase the significance of the responses by providing different options for answering the questions. Moreover, the following table has identified the number of items/questions in the questionnaire and their adopted sources:

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>N Items</th>
<th>Scale Type</th>
<th>Source(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing</td>
<td>3</td>
<td>5-point Likert</td>
<td>(Kodikal et al., 2014)</td>
</tr>
<tr>
<td>Collaborating</td>
<td>3</td>
<td>5-point Likert</td>
<td>(Kodikal et al., 2014)</td>
</tr>
<tr>
<td>Compromising</td>
<td>3</td>
<td>5-point Likert</td>
<td>(Kodikal et al., 2014)</td>
</tr>
<tr>
<td>Avoiding</td>
<td>3</td>
<td>5-point Likert</td>
<td>(Kodikal et al., 2014)</td>
</tr>
<tr>
<td>Accommodating</td>
<td>3</td>
<td>5-point Likert</td>
<td>(Kodikal et al., 2014)</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>5</td>
<td>5-point Likert</td>
<td>(Koopmans et al., 2013)</td>
</tr>
</tbody>
</table>

Table 1: Summary of Research Instrument

The data collection process can be conducted based on different methods. The survey method is highly effective and useful in quantitative research as it consists of gathering numeric data (Creswell, 2002). Therefore, this research has been applied in this study as it helped the researcher collect relatively new or fresh data from the target population.

The regression analysis has a significant advantage, and it helps those researches that contain a single dependent variable with multiple independent variables (Ranganathan et al., 2017). Hence, regression analysis using SPSS have been conducted in this research as it helped the researcher examine the current conceptual framework and its reliability.

Results

The analysis of demographic profile of respondents revealed that majority of the respondents belonged to the age group of 24-30 years. Out of 311, 204 were males while 107 were females. Additionally, majority of the respondents belonged to UBL bank while least belong to HBL bank.

On the other hand, the reliability of the instrument has been checked through Cronbach’s alpha which is 79.5%. Furthermore, in order to check the relationship between variables, correlation analysis has been done as shown in the table given below. It is evident from the table that a significant and moderate
relationship exists between independent variables i.e. competing, collaborating, compromising, avoiding and accommodating with the dependent variable i.e. employee performance.

<table>
<thead>
<tr>
<th></th>
<th>COMPET</th>
<th>COLL</th>
<th>COMPROM</th>
<th>AV</th>
<th>ACC</th>
<th>EP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborating</td>
<td>0.327*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprising</td>
<td>0.388*</td>
<td>0.569*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoiding</td>
<td>0.480*</td>
<td>0.485*</td>
<td>0.100</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.079</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodating</td>
<td>0.551*</td>
<td>0.389*</td>
<td>0.408*</td>
<td>0.411*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee</td>
<td>0.539*</td>
<td>0.406*</td>
<td>0.315*</td>
<td>0.481*</td>
<td>0.580*</td>
<td>1</td>
</tr>
<tr>
<td>Performance</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

**, Correlation is significant at the 0.01 level (2-tailed).

**Table 2: Pearson’s Correlations**

The hypothesis for the study has been tested with the help of regression analysis. The value of R is 0.539 depicting that there is a moderate relationship between competing and employee performance. The table shown below depicts that Hypothesis-1 has been accepted manifesting that competing strategy for conflict management ($\beta = 0.483; p < 0.05$) has positively significant effect on employee performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.979</td>
<td>.162</td>
<td></td>
<td>12.242</td>
</tr>
<tr>
<td>Competing</td>
<td>.483</td>
<td>.043</td>
<td>.539</td>
<td>11.243</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee_Performance

**Table 3: Coefficients**
Similarly, for collaborating and employee performance, the value of R is 0.406 depicting that there is a moderate relationship between them. It is evident from the table given below that Hypothesis-2 has been accepted manifesting that collaborating strategy for conflict management ($\beta = 0.329; p < 0.05$) has positively significant effect on employee performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.558</td>
<td>.158</td>
<td>16.168</td>
</tr>
<tr>
<td></td>
<td>Collaborating</td>
<td>.329</td>
<td>.042</td>
<td>.406</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee_Performance

**Table 4: Coefficients**

The value of R for compromising and employee performance is 0.315 depicting that there is a moderate relationship between them. Additionally, with reference to table given below, Hypothesis-3 has been accepted manifesting that comprising strategy for conflict management ($\beta = 0.181; p < 0.05$) has positive impact on employee performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.183</td>
<td>.105</td>
<td>30.281</td>
</tr>
<tr>
<td></td>
<td>Compromising</td>
<td>.181</td>
<td>.031</td>
<td>.315</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee_Performance

**Table 5: Coefficients**

Furthermore, the value of R for avoiding and employee performance is 0.481 while for accommodating and employee performance is 0.580 depicting that there is a moderate relationship between them. Similarly, the p-value for both hypothesis 4 and 5 is less than 0.05 clearly showing acceptance of both hypothesis (refer to the tables given below).

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.610</td>
<td>.226</td>
<td>7.112</td>
</tr>
<tr>
<td></td>
<td>Avoiding</td>
<td>.567</td>
<td>.059</td>
<td>.481</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee_Performance
Table 6: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.723</td>
<td>.166</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accomodating</td>
<td>.548</td>
<td>.044</td>
<td>.580</td>
</tr>
<tr>
<td></td>
<td>a. Dependent Variable: Employee_Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 7: Coefficients

Discussion

The study identified a significant positive relationship between competing as well as employee performance. The outcome indicates that as a result of the competition, employees become more self-reliant. A competitive style has been connected to a win-lose scenario (high care for self and low concern for others). This is a confrontational technique in which one party yields to the other. This finding is also in line with (David et al., 2021). The study found that collaborating has a significant positive association with employee performance which is also consistent with (Pitoyo et al., 2019). The outcome indicates that a collaborative approach encourages partners to collaborate toward similar goals, promotes integrated, high-quality solutions to problems, and boosts partners' confidence in successful collaboration.

The research found a positive association between compromising as well as employee performance. This finding is also backed up by (Nissa et al., 2018). The outcome demonstrates that compromise has a positive influence on a company's inventive success, is positively connected with employee performance, and is negatively connected with conflict's damaging parts.

Also, the study found that avoiding has a positive relationship with employee performance. This finding is also compatible with (Francis, 2018). The result indicates that the avoidance method seeks to quickly smooth over differences by restricting discussion on the problems.

The study identified a positive association between accommodating and employee performance. This outcome is also supported by (Aoun et al., 2020a; Min et al., 2020a). The outcome indicates that when a higher level of integration and close cooperation is necessary, an accommodating approach may be critical for the success of an alliance. To cope with circumstances of dissimilarities, accommodating permits one of the disputing parties to put the interests of the other party ahead of their own.

Recommendations

This research has significant managerial ramifications. To begin with, this research demonstrates that the leader's conflict management styles have a significant influence on the team. When there are team disagreements, team leaders should use the cooperative conflict management strategies to the greatest extent feasible. Leaders may use this method to motivate team members to contribute in cooperation, encourage them to communicate often, and teach them to characterize and back up one another. This good connection improves team members' concern rather than their complacency, which boosts team performance. Furthermore, the study also advised that the company adopt conflict resolution strategies for its employees and implement proper conflict resolution processes. Mechanisms for resolving staff
disagreements should be implemented. Employee performance will increase as a result of this. Handling employee performance effectively allows any company to improve earnings and accomplish its objectives on a continuous basis. Similarly, banks can try to figure out whether disputes are linked to present working circumstances and take the required steps to enhance or eliminate such conditions to lessen conflicts. Additionally, banks should offer more training opportunities for the workers so that they can comprehend what each CMS infers and in what situations it should be used.

Besides, banks can use moderation as a tool to aid in the resolution of conflicts. Trained moderators can be brought in to benefit in the conflict if it is a recurring issue or pressurize to have a significant impact on the bank's overall performance.

**Research Limitations**

There are few limitations to the current research. The time limit was set to ensure that the optimal amount of replies was received. Due to a lack of financial resources, the study was limited to collecting responses from Karachi-based banks, rendering generalizability hard. Furthermore, to evaluate correlations between the constructs, this study focused on cross-sectional data. Similarly, only bank workers were surveyed in this study. Also, another limitation is the study results' ability to explain themselves. It is widely understood that qualitative data (e.g. observations, case studies, and in-depth interviews) would provide a more incisive understanding of the link between variables. Moreover, the single-region sampling approach is another constraint. It's probable that the participants' national origin influences their choices for conflict resolution strategies.

**References**


Grey, K. S. (2017). Exploring the Relationship between US Jamaican Immigrants’ Cultural Beliefs and Conflict Management Styles as These Correlations are Related to Their Perceived Job Satisfaction and Job Performance.


Appendix

Age Group

☐ Less than 24 Years  ☐ 24 - 30 Years

☐ 31 - 37 Years  ☐ 38 - 45 Years

Gender

☐ Male  ☐ Female

Qualification

☐ Undergraduate  ☐ Graduate

☐ Post-Graduate  ☐ Others

Experience

☐ Less than 3 Years  ☐ 3 - 5 Years

☐ 6 - 10 Years  ☐ More than 10 Years

☐ HBL Bank  ☐ Meezan Bank

Which bank you are employed at?

☐ UBL Bank  ☐ Allied Bank

☐ Al-Falah Bank  ☐ Others
<table>
<thead>
<tr>
<th>Conflict Management Strategies: Competing</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I argue my case with my coworkers to show the merits of my position.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am firm in pursuing my side of the issue.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I hold on to my solution to a problem.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict Management Strategies: Collaborating</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I try to investigate an issue with my co-workers to find a solution acceptable to us.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I use give and take so that a compromise can be made.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict Management Strategies: Comprising</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I negotiate with my coworkers so that a compromise can be reached.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I accommodate the wishes of my co-worker.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I propose a middle ground for breaking deadlock.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict Management Strategies: Avoiding</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I attempt to avoid discussing about my conflicts and try to keep my conflict with my co-workers to myself.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I exchange accurate information with my co-workers to solve a problem together.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I try to keep my disagreements with my co-workers to myself in order to avoid hard feelings.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict Management Strategies: Accommodating</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I satisfy the expectations of my co-workers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I avoid open discussion of my differences with my coworkers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I go along with the suggestions of my co-workers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I worked at keeping my job knowledge up-to-date.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to cope well with difficult situations and setbacks at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to meet my appointments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to fulfil my responsibilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration with others went well at my work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>