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Measuring the Impact of Conflict Management on Organizational Performance by using Mediating Factors

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BULLETIN OF MANAGEMENT REVIEW

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[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Abstract

The objective of this research study is to measure the Impact of Conflict Management on Organizational Performance, conflict situations and its causes, as well as possible solution of improving the working environment in HBL Bank Ltd of District Khairpur as a case study. This study shows that Conflict stems from incompatibility of goals and interest and if it continued it will destroy the Organization. Conflict affects the Organization in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, and poor performance. A formal questionnaire was constructed and survey method was used to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. A total sample of 201 participants were contacted and questionnaires were distributed among the selected respondents on the basis of random sampling. Ratio Analysis is used to analyze HBL Bank's performance of District Khairpur Mir's. This study reveals that conflicts can be resolved through conflict management techniques i.e. accommodating, avoiding, compromising and communicating which have positive and significant impact on organizational performance .

Keywords: Conflict Management, Organizational Performance, Communicating, Accommodating, Avoiding, Compromising.

Introduction

In a society where people with diverse interests, views and values exist, differences between such individuals and groups are to be expected . The objective of this research study is to look at conflict situations and its causes, as well as possible solutions to improve working environment in an Organization . This study shows that Conflict stems from dis-agreement of goals and interest and if it continued it will destroy the Organization . Conflict affects the Organization in several ways such as decreased employee satisfaction, misconduct, decreased productivity, economic loss, fragmentation, and poor performance .

In today era, an organization tries to enhance their performance by resolving the multiple hurdles like conflicts . Different Conflicts situations arise for individuals and for groups as well. Conflicts are considered as a tool of bad management and organization tries to be escaped from conflicts as early as possible, when the goals of an organization are not achievable the conflicts may arises among managers, staff individuals and in groups, conflicts are unavoidable and offensive reality of an organization occurs due to the I_{XI} ^

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

resources, behavior regulations, ambiguous jurisdiction, communication barriers, disagreeing patterns, force and fear. Usually conflicts has two aspects positive and negative, positive conflicts encourage innovativeness of employees, and polish interpersonal skills of employees, while negative conflicts occurs due to miss-understanding of someone behavior, philosophies, regulations and ambiguous patterns and cause disrespect and distrust among managers and staff . The presence of conflicts within the organization defines that employees are competent, innovative, motivated and tries to enhance the performance of organization while absence of conflicts defines that employees are not competent to change they are De-motivators . The leaders should try to adopt positive conflicts as an opportunity and try to resolve negative conflicts by considering them as a risk . I have focused to research on banking sector and chose UBL Bank Limited and its branches of District Khairpur Mir's . In this connection, a formal questionnaire was constructed and survey method was used to collect data from a target group of respondents .

Background of Study

The study of organizational behavior defines that, conflict is a fundamental element where human interaction is concerned; it is unavoidable because every individual has his/her own personal thoughts, values, likes and dislikes. Conflicts among colleagues usually occur when there is occasion of disagreement on particular opinions or behaviors . However, the nature of conflict is not in itself so dangerous; however, if not handled properly the effects can enhance from short term to long term dysfunction . On the contrary, if handled with better care, the result of a conflict situation can have long term benefits for the organization. As per theory of Awan and Anjum (2015) properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict . Open communication and teamwork increase the flow of new thoughts and create work relationship, which can positively effect on employee's state of mind and also it narrates that regular response and timely resolution of conflict has better possibility of improving employee satisfaction and job performance .

In an organization people are working on different positions which have different thoughts, objectives and concerns which lead to create conflict among an organization . It is responsibility of management to manage strategies in such a way to overcome the conflict as short as feasible, which will allow the organization to do well (Robbins & Sanghi, 2006) .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Problem Statement

To analyze the impact of conflict management, the causes and its effects on performance of organization . A few studies have been done on the same topic of conflict management with reference to the Kenyan context Mwangi (2010), carried out a study on the effects of workplace conflicts on performance of teachers in secondary schools in Kenya and concluded that conflicts had an impact on the performance . Similarly, a report on the findings of a survey done on the educational institutions in Kenya (2011) revealed that most educational institutions have been less successful in management of conflicts in spite of the Government policies put in place including arbitration, communication, third party intervention and negotiation (Ministry of Education report, 2008) . Many of the unmanaged conflicts were characterized by teacher's strikes characterized by violence and wanton destruction of property. This had a trickledown effect on the institutional academic performance . This study sought to establish the influence of conflict management on organization performance with a specific focus on banking sector especially on branches of HBL Bank Ltd in District Khairpur Mir's . A few studies have been conducted on communication as a conflict management strategy and its influence on performance . For instance, a study in Nigeria on the role of effective communication on organizational performance (Ngozi & Ifeoma 2015) recommend that there is need for every organization to endeavor to make effective communication an essential integral part of its management strategies in order to increase organizations performance through reduced organizational conflict . According to Weaver,2003 successful conflict resolution occurs by listening to and providing opportunities to meet the needs of all parties and to adequately address interests of parties in conflicts so that, each party is satisfied with the outcome . A study by Ramani and Zihimin (2010), on conflict resolution mechanisms in public secondary schools in Nairobi province recommends that school administrators and teachers should seek to embrace open communication systems . In this case, everyone is allowed to air their views and the areas of conflict discussed openly in turn improve performance in establishing shared goals . The current study was a buildup on the study on Ramani and Zihimin (2010) and sought to establish the influence of communication on organizational performance .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Research Objectives

The objectives of this study are:

1. To ascertain the impact of accommodating on organizational performance .
2. To determine impact of avoiding on organizational performance .
3. To assess the impact of compromising on organizational performance .
4. To analyze the impact of communication on organizational performance .

Research Questions

1. What is impact of accommodating on organizational performance?
2. What is impact of avoiding on organizational performance?
3. What is impact of compromising on organizational performance?
4. What is impact of communicating on organizational performance?

Significance of Study

The study is considered relevant to HBL Banks in District Khairpur Mir's Mir's, Sindh, Pakistan . Since the effect of conflict can hinder the performance of the Organization .

The knowledge gained will also be vital the government in making the right policies that will positively affect the Banking industries; it is also relevant to business students in furthering their studies . The management of banking industries will also benefit in this study, which will provide a model for an effective means of managing Conflict.

Scope of study

The study covers conflict management in HBL Banks of District Khairpur Mir's as a financial services sector. Financial services sector is the largest sector in Pakistan, it has multiple departments offering service to their client and the effects of conflict must be managed and kept low .

Proposed model of the Study

Research model of this study was prepared in which organizational performance is dependent variable and accommodating, compromising, avoiding and communicating are selected as the independent variables

Literature Review

Conflict is a natural phenomenon in all public and private working spheres; so it is an unavoidable component of human activity (Brahnam, Margavio, Hignite, Barrier, & Chin, 2005) . Awan and Anjum (2015) defines that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

conflict . Open communication and collaboration increase the flow of new thoughts and create work relationship, which can positively effect on employee's state of mind. Regular feedback and timely resolution of conflict has better possibility of improving employee satisfaction and job performance .

Awan and Anjum (2015) elaborate that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance .

Here it is mentioned that Un-managed conflict promotes unhealthy communication and poor behavior among staff . Thomas (1992) says that when brought under scrutiny, managers spend a fairly substantial portion of their time managing conflict situations . That means, conflicts are natural in every organizational setup, and it is a part of every manager's job to be able to effectively manage all such instances . As Burnside, (2008) stated that there exists difference of opinion among workers because of interests and ideas . That means every individual have its own thoughts and ideas which vary from each other .

According to Dana (2000), conflict is not just an annoyance . It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees . If an employee going through the conflict situation he will not work properly that cause waste time and money of organization .

Conflict has an effect on organizational environment which influences the workers' mutual relationships (Grean, Lesile, & Marks, 2001) . Here it is mentioned that, if disagreement lies among employees on any matter cause conflict among them . Conflict management is essential for all organization irrespective of its negative or positive results. (Lussier,2004; Park & Antonioni, 2007).

Conflict arises whenever employees in an organization interact and it hardly impacts the environment . It is an internal misunderstanding that occurs as a result of human contact these conflicts need proper solutions for the healthy working environment . Although it is difficult to end up the conflicts, but in some extent these effects can be minimized by handling through effective management . Many styles are being used for managing the conflicts including 'accommodating, collaborating, compromising, avoiding, and forcing' (Lussier, 2002; Williams, 2003) .

Recently, Lee (2008), observed that the relationship of conflict management and the satisfaction of the workers from different organizations . According to this study, the employees were more satisfied with the managers who exercised compromising, integrating

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

and obliging styles, thus creating a favorable environment for their employees.

Blake and Mouton, 1970, 1981; Fisher and Ury, 1981; Pneuman and Breuhl, 1982) are of the understanding that waiting for a conflict situation to arise in order to determine the best conflict management style may not be the best approach . They think that a problem solving approach trumps the contingency point of view, in the view that it creates a bigger sense of unity and friendship among the conflicting parties . These researchers offer the ‘one-best-way perspective’ towards managing any conflict situation . The purpose of this particular approach is that, it encourages team work, general feeling of tolerance and creativity upon having jointly managed a conflict situation . In real meaning, the ‘one-best-way perspective’ marks the different outlines for teams to make common efforts towards ‘fizzling-down’ a conflict situation . By ways of sharing ideas and ‘talking-it-out’, team members can think more reasonably and in the long run feel more at easiness upon knowing that they contributed in a positive way.

Robbins and Judge (2009) defined conflict as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about . Darling and Walker (2007) linked this idea to the organization by stating that, Even when conflict is a natural phenomenon in social relations (as natural as harmony), it can nevertheless be managed within organizations . Jennifer and Jones (2007) see organizational conflict as the struggle that arises when the goal-directed behavior of one person or group blocks the goal directed behavior of another person or group .

Rahim (2002) opened that conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict . The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. Properly managed conflict can improve group outcomes (Alpert & Law, 2000) .

Heffernan and Flood (2006) stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas . The first was the area of definition while the second was that of measurement .

The term performance was sometimes puzzled with productivity. Productivity was a ratio depicting the volume of work completed in a particular amount of time. Performance was a vast indicator that could include productivity as well as quality, reliability and other factors .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Richardo and Wade (2010) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management . This is in agreement with Mgbekem (2004) that a negative effect of conflict can cause individuals or groups to become hostile and can cause them to withhold information and resources .

Henry (2009) posited in his research that positive effect of conflict can improve the quality of decisions, stimulate involvement in discussion and building group cohesion .

Defining Conflict Management

Conflict management involves implementing certain strategies to eliminate the negative aspects of conflict, increase the positive aspects of conflict and to enhance performance and effectiveness in an organized setting . Rather than eliminating or avoiding disagreements, the purpose of conflict management is to teach groups conflict resolution skills, such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member (Wangari, 2013) . These skills assist teams in establishing a positive outcome from conflict . The practice of recognizing and dealing with disputes in a rational balanced and effective way, Conflict management implemented within a business environment usually involves effective communication, problem solving abilities and good negotiating skills to restore the focus to the company's overall goals . Conflict arises between individuals due to different styles of communication, cultural backgrounds and political and religious views . Conflict arises within groups due to disagreements between subgroups, and conflict arises between groups due to competition or rivalry . Every business that employs people regardless of size and industry experiences interpersonal and organizational conflict . This conflict is caused by multiple inter-related variables and circumstances. Following are the techniques to manage conflicts in any organization .

Accommodating

Rather than trying to win your own position, in the accommodating style an individual satisfies the other party's goals while being unassertive and cooperative . When accommodating an individual makes a sacrifice of their own needs in order to make the other party involved content . This can be good in a relational sense, but this can also lead to the party making sacrifices to become burnt out of using this style . This is typically used when

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

you know you are wrong, you need to build up credit for a later situation that may be more important to you or you would rather keep the peace .

Avoiding

The avoiding style simply avoids conflict by postponing or steering clear of any potential conflict. This style is unassertive and uncooperative . Avoiding is stepping out of the way, delaying or simply avoiding a situation . This style can be beneficial in moderation, but eventually the conflicts will build up and create an unhealthy relationship. Popular uses of this style are when you find an issue unimportant, another problem is more pressing or you need to allow time for tension to be reduced .

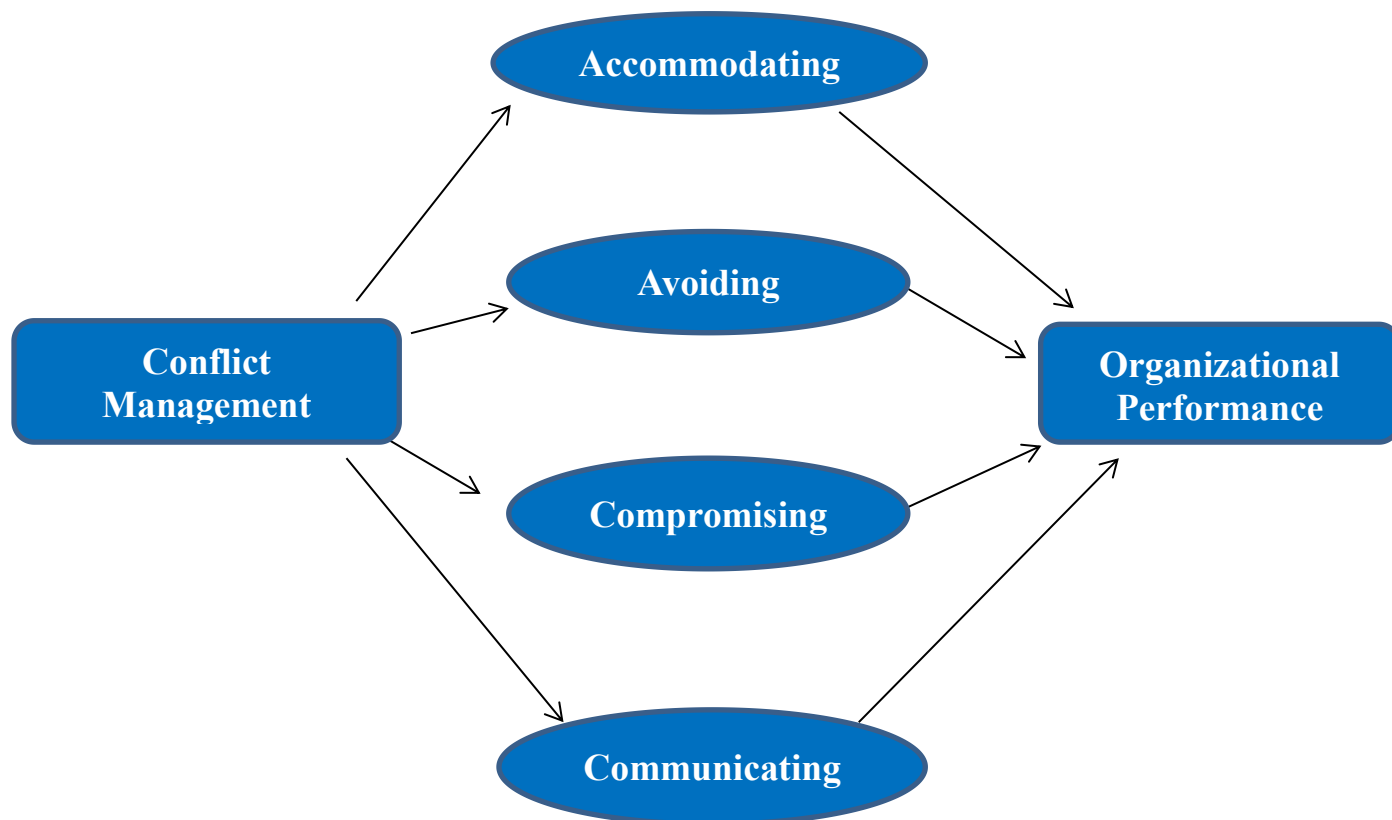
Compromising

Compromising is exchanging concessions, both parties will give up a want or need in order to satisfy the conflict . This is intermediate in assertiveness and cooperation. Compromising is similar to collaborating, in that you find a mutually beneficial solution to the problem . The difference is compromising does address the issue, but it doesn't seek the root of the issue as is done in collaborating . Compromising is used when issues are important, but not worth using an assertive approach, you want a temporary fix or when collaboration or competing fail .

Communicating

Communication has a big role to play in conflict management . It has been observed that poor communication always results in misunderstandings and eventually conflicts . Our communication has to be clear and precise to avoid conflicts . First yourself be very clear what you intend to convey to the other individual . The thoughts must be carefully put into sensible and relevant words for the others to understand well .

Research Model



Hypothesis

H1. Accommodating has positive & significant impact on the organizational performance.

H2. Avoiding has positive and significant impact on the organizational performance.

H3. Compromising has positive and significant impact on the organizational performance.

H4. Communication has positive and significant impact on the organizational performance.

Research Methodology

As the method of research in this study, we used “the general direction of social survey practice” as postulated by Bryman in the year 2012. In analyzing society, researchers used three techniques. All these models can be classified as either quantitative models that are exclusively quantitative, qualitative models that are exclusively qualitative, or mixed models. The objectives of quantitative research are therefore aimed at collection of data that can be measured either qualitatively or quantitatively. This method is inductive and based on positivist and other frameworks characteristic for natural sciences.

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Qualitative methodology on the other hand is concerned with identifying meaning from texts. As a rule, it is, and we can observe it fairly often bearing translation in mind. In their own method, the qualitative and the quantitative approaches are combined as the hybrid method (Bryman 2012). The research is quantitative in this sense.

This research is descriptive in design and cross-sectional in nature. In cross-disciplinary community research, community data collection techniques like questionnaires and structured interviews are normal. These kinds of surveys seek to obtain data on various aspects simultaneously.

Research Design

Design of a research or a case study is illustrate by its width and depth to allow a researcher for conducting an intense study of the case . To the fact that a case study for research was used because more detailed information need to be gained, suggested by N.Dunguru (2007) . This study applied in the District Khairpur Mir's as representative of the population .

Questionnaire and Research Sample

The study was conducted on all the employees of HBL Bank Ltd. in District Khairpur Mir's . A total sample of 201 participants were contacted and questionnaires were distributed among the selected respondents on the basis of random sampling .

Nature and Type of Research

In this research qualitative and quantitative techniques have been applied for the purpose of data analysis and interpretation of results .

Number of Questionnaire

Questionnaires are 201 in numbers and all of them were filled by the respondents .

Total no: of 201 questionnaires were distributed and all were filled by the respondents .

175 respondents were males .

26 respondents were females .

Response Rate

Male employees response rate is 90% .

Female employees response rate 10 % .

Data Collection

In this quantitative study, primary data has been used for more reliable and authentic sources . The data were collected through questionnaires that had experience with conflict management in a banking sector . Participants were asked the same set of questions and

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

were allowed to explain their answers by sharing their experiences, perceptions, opinions, and ideas . The questionnaire includes three parts i.e. causes of conflicts, effects of conflicts and conflict management techniques i.e. Accommodating, compromising, avoiding and communicating in which five point liker-t scale has been used for acquiring responses where, 1 represent strong disagreement, 5 signifies the strong agreement by the respondent & 3 stands for neither agree nor disagree .

Validity and Reliability of Questionnaire

The proposed study contains quantitative approach. Questionnaire as an instrument used to conduct quantitative research . Reliability of questionnaire was checked through reliability analysis of chronbach .

If the value of Cronbech's Alpha is greater than 0.60 the data is consider reliable for research Aggarwal (2004) . My questionnaire's reliability is more than the ceiling it means that questionnaire is highly reliable for the data collection .

Discussions and Results

This chapter presents the data and results on the study of The Measuring the impact of conflict management on organizational performance, the case study of selected employees of HBL Bank Ltd, District Khairpur Mir's .

Diagnostic Test

After collection of the data through questionnaires, it was ordered and prepared for analysis through computer with Statistical Package for social Science (SPSS version 21) Factor analysis, multiple regression and reliability analysis tests were applied .

Reliability of analysis ($\alpha=0-1$) (Alpha=equation constant)

Some researchers and books for research Suggests that instrument's reliability should be in between $\alpha =0.60$ and $\alpha =0.70$ values, questions were entered and reliability was finalized, reliability of every section of the questions in questionnaires have resulted as follows:

Table No: 01

Variables	No. of Items	Reliability
Accommodating	05	.795
Avoiding	05	.805

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Compromising	05	.785
Communicating	05	.801

Table No. 1 Reliability of Variable

Results of Research Work

The investigative research methods were used to find out relationship between two or more variables . As per analysis of data, following are the results:

Demographic Representation

In demographic representation of the respondents, four characteristics were treated .

1. Gender of respondents
2. Age distribution
3. Marital status
4. Education of respondents.

Percentages were used to further describe these features .

Table No: 02

Gender

	Respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	175	87.06	87.06	87.06
	Female	26	12.93	12.93	12.93
	Total	201	100.0	100.0	100.0

Source: Primary data

In this table, the gender distribution of the respondents is shown in such a way that, from total 201 respondents, 175 respondents were males which is 87.06% and 26 of the respondents were females representing 12.93% . This shows that majority of the respondents were males .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table No: 03

Age of Respondents

	Age b/w	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	158	78.6	78.6	78.6
	35 to above	43	21.4	21.4	21.4
	Total	201	100.0	100.0	100.0

Source: Primary data

In this table, 158 respondents out of total 201 were aged between 25-34 years representing 78.6% of the total respondents . Those in the age bracket of 35 & above were 43 in number, making about 21.4% of the total respondents . The above distribution shows that majority of the respondents were aged 25-34 years and above, which is 78.6% of the total respondents .

Table No: 04

Educational Qualification

	Education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	12	6.0	6.0	6.0
	Bachelor	50	24.9	24.9	24.9
	Master and above	139	69.2	69.2	69.2
	Total	201	100.0	100.0	100.0

Source: primary data

The distribution of the respondents by educational qualification shows that 12 of the respondents were Intermediate in education which is 6.0% of the Total respondents, while 50 respondents of about 24.9% were bachelor of education . Whereas, 139 of the respondents were Masters, which represents 69.2% of total respondents that means majority of the respondents were master or above degree .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table No: 05

Marital Status

Marital Status	Frequency	Percentage
Single	76	37.8
Married	114	56.71
Separated	5	2.40
Widowed	2	1.0
Divorced	4	1.9
Total	201	100

In this table, there were 76 single males and females among the 201 respondents which represents about 37.8% of the total respondents . The married respondents were 114 which was about 56.71% and 5 of the respondents were separated representing 2.4% while 2 respondents were widowed which is 1.0%. Only 4 respondents that is about 1.9% were divorced .

RESULTS

The study technique was used to assess the co-relationship between two or more than two variables . In accordance to the data analysis, the results are found and given below:

Table No: 06

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.294	4	17.073	119.217	.000 ^b
	Residual	27.926	195	.143		
	Total	96.220	199			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Accommodating, Avoiding, Compromising, Communication

ANOVA said to be the analysis of deviations . This result shows that model is significant and by using proposed and significant parameters the value of the significant model result is lower than 0.01 which shows the significance of the proposed model . Looking at the table,

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

the value of the significance is .000; it means that the results are significant .

Table No: 07

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.710	.704	.378

a. Predictors: (Constant), Accomodating, Avoiding, Compromising, Communication

The model summary is used to evaluate the suitability of the model . In accordance with the proposed parameters, the adjusted R-square value is greater than 0.05 . Looking at the above given table, the value of the R-square is .685 and shows the fitness of model .

Table No: 08

Correlations

Variables		Accommodating	Avoiding	Compromising	Communicating	Organizational Performance
Accommodating	Pearson Correlation	1	.422**	.363**	.361**	.439**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	201	201	201	201	201
Avoiding	Pearson Correlation	.422**	1	.646**	.685**	.763**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	201	201	201	201	201
Compromising	Pearson Correlation	.363**	.646**	1	.805**	.744**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	201	201	201	201	201
Communicating	Pearson Correlation	.361**	.685**	.805**	1	.740**

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Organizational Performance	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	201	201	201	201	201
	Pearson					
	Correlation	.439**	.763**	.744**	.740**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	201	201	201	201	201

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

According to the correlation table of results all variables show a strong relationship with each other which are defined below where;

r = significance of relationship

The value of r is shows the relationship status between the variables n=number of non-missing values .

Accommodating

- If we see the relation of accommodating with itself that is 1 means equal.
- The relationship of Accommodating with avoiding is .422 that is correlated.
- Accommodating with compromising is .363, it is also correlated.
- Accommodating with communicating is .361, it is correlated.
- Accommodating with organizational performance is .439, it also correlated.

Similarly,

Avoiding

- The relationship of avoiding with Accommodating is .422 that is correlated.
- Avoiding with itself is 1 equal.
- Avoiding with compromising is .646 it is nearly correlated.
- Avoiding with Communication is .685, it is also nearly correlated.
- Avoiding with organizational performance is .763, it is highly correlated.

Compromising

- The relationship of compromising with Accommodating is .363 that is correlated.
- compromising with Avoiding .646 it is nearly correlated

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

- Compromising with itself is 1 means equal.
- Compromising with Communicating is .805, it is highly correlated.
- Compromising with organizational performance is .744, it also is highly correlated.

Communicating

- The relationship of Communicating with Accommodating is .361 that is correlated.
- Communicating with Avoiding .685 it is nearly correlated
- Communicating with Compromising is .805, it is highly correlated
- Communicating with itself is 1 means equal.
- Communicating with organizational performance is .740, it also is highly correlated.

Organizational Performance

- The relationship of Organizational Performance with Accommodating is .439 that is correlated.
- Organizational Performance with Avoiding .763 it is highly correlated
- Organizational Performance with Compromising is .744, it is highly correlated
- Organizational Performance with Communicating is .740, it also is highly correlated.
- Organizational performance with itself is 1 means equal.

Table No: 09

Causes of Conflict

S.No.	Causes of Conflict
1	Poor communication / miscommunication
2	Repetitive negative behavior
3	Personality clashes / ego problem
4	Differences in values
5	Goal differences
6	Issues of wages and salaries
7	Unfavorable government policies
8	Poor organizational structure

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table No: 10

Effects of Conflict

S.No.	Effects of Conflict
1	Communication breakdown
2	Low morale
3	Low quality
4	Lack of new ideas
5	Low productivity
6	Leads to economic loss

Table No: 11

Conflict Management Techniques

S.No.	Conflict Management Techniques
1	Improvement in communication
2	Constant dialogue
3	Accommodating
4	Compromising
5	Avoidance
6	Solving the problem
7	Re- orientation

Hypothesis acceptance/rejection summary

H1. Accomodating has positive & significant impact on the organizational performance.

Accepted

H2. Avoiding has positive and significant impact on the organizational performance.

Accepted

H3. Compromising has positive and significant impact on the organizational performance.

Accepted

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

H4. Communication has positive and significant impact on the organizational performance.

Accepted

Conclusion

From the findings, this research concluded that the conflict management strategies are crucial for the attainment and achievement of organizational goals and objectives". "In other words, if the management is not knowledgeable in conflict resolution strategies, it will affect the performance of organization negatively, but if conflict is constructively managed, it will enhance organizational performance".

"Following are the major research findings & conclusions:"

- Banking sector has no any proper HR policies to resolve conflicts.
- Poor Communication is a major cause of Conflict.
- That Conflicts in banking sector are usually occurs due to un-favorable Government policies implemented through State Bank of Pakistan.
- In HBL Bank Ltd communicating technique of conflict management is used to resolve conflicts.
- Conflicts can also be managed through compromising as per situation.
- "That low Morale is amongst the most ranked in the effects of Conflict".
- That possible ways of handling Conflict situation in an Organization is by Constant dialogue.
- Conflicts can be managed through avoiding as per situation.

Limitations of Study

The limitations of this research should be addressed in the light of findings that research conducted on conflict management might be applied to the banking sector rather than other industries and cultures for that it must be investigated according to need in future". "As my study was limited to only UBL Bank, using the different samples may produce different results in future". "The research was carried out only on UBL banks in District Khairpur Mir's due to limited time, data collection is difficult from the employees of banking sector because of their busy routine". "Therefore there is a need to conduct a comprehensive study with focus groups discussion to make concrete conclusions on organization conflicts and develop appropriate interventions to manage it effectively".

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Recommendations

Although conflicts have both negative and positive effects, the management and the employees should work towards achieving the positive effects rather than the negative .

According to Adomi and Anie (2005), managers should develop appropriate strategies to resolve conflicts as they arise in their organizations . In light of research findings and conclusions, this research recommend the following suggestions:

- That management must adopt conflict management strategies that will improve the performance of the organization .
- Management of HBL Bank Ltd must clear its policies to cope up with conflict situations .
- Management should ensure a free flow of communication between the management and the employee .
- Banking sector must reset timing schedule, because bankers are usually un-happy with their busy schedule .
- Management of UBL must set targets to employees as per their working capacity, as they can handle .
- Management should encourage and promote interpersonal relationships among co-workers to improve their morale .
- Management should give appraisal and extra allowances to the employees of banking sector because their extra work load .
- There is need of constant dialogue between management and employees to clarify issues and exchange ideas .
- Management should re-orient employees on the effect of conflict on organizational performance .
- Group interaction and activities should be followed so as to ensure a degree of functionality compatible to conflicts . Positive conflicts will only be possible if particularities of the organization are analyzed .
- Efforts should be made by the management to organize seminars/workshops on organizational conflict management from time to time for the employees . This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness .

BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

- Finally, good leadership on the part of management and employee representatives can be a strategy for preventing conflicts .

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BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

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VOL- 2, ISSUE- 2, 2025

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BULLETIN OF MANAGEMENT REVIEW

VOL- 2, ISSUE- 2, 2025

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