

Influence of Conflict Management Styles on Organizational Commitment among the Bank Employees

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Abstract

The research tries to identify the influence of conflict management styles on organizational commitment among the bank employees. Data were collected from 50 bank employees and data analyzed through path analysis. It is discovered that the avoiding and compromising of conflict management styles influences organizational commitment among the bank employees. But, it is discovered that the dominating of conflict management styles not influences organizational commitment among the bank employees. Finally, it is also discovered that the organizational commitment influences organizational effectiveness among the bank employees in Cuddalore district. Hence, the author concluded that the bank managers must provide for employees and teams to maintain a creative conflict management styles in banks that is dynamic, constructive, and then for organizational commitment.

Keywords: Conflict Management Styles, Avoiding, Compromising, Dominating, Organizational Commitment and Organizational Effectiveness.

I. Introduction

Conflict can be described as an individual's attempt to achieve values and secure status, power, and resources in minimizing enemy goals (Drory and Ritov, 1997). There are two types of conflict such as positive and negative. The positive conflict is useful and functional. It further supports or benefits the core goal of the organization or individual (Ouchou, 2002). Negative conflict is inactive or dysfunctional. Furthermore, it inhibits the ability of the organization or individual to achieve performance (Baker, 2011). Numerous studies have been done that point to an important link between negative work-related effects and organizational politics. Negative work-related effects include a wide variety of conflicts, including anxiety, stress, attendance and income motives

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and status under job performance, organizational commitment, job satisfaction, and organizational citizenship. As an outcome these conflicts can change the overall organizational performance. The current research is designed to explore influence of conflict management styles on organizational commitment among the bank employees. Conflict is inevitable, and on a daily basis we go through conflicting situations. These circumstances have a crash on our work life because conflict management styles are so important. Conflict management style is changed by the way conflict is perceived and handled. These styles tackle the person and resist changing a person because these styles are affected by a person's perception of the significance of personal ambitions and relationships with others. Conflict is manifest between people who work together as doctors, teachers, bankers and accountants. Bank employees have daily interactions with a variety of people including customers, other employees and managers. Therefore it is significant to investigate how they administer their daily life conflicts.

II. Review of Literature

2.1 Influence of Conflict Management Styles on Organizational Effectiveness

Madiha Yasin and Shazia Khalid (2015) discovered that the associate professors and professors used compromising of conflict management style. The analysis also found that the teachers mostly used the avoiding of conflict management style. But, the lecturers used the avoiding of conflict management style and assistant professor used the accommodating of conflict management style. Reza Hosseinpour and Giti Pahlevani (2016) discovered that collaborating, avoiding, compromising, and accommodating styles of conflict management have a significant and positive relationship with organizational commitment and organizational health. Trudel and Jeannie (1964) identified that conflict management styles influenced organizational commitment, perceived job performance, and turnover intentions to varying degrees. Humaira Hanif, et al. (2019) forcing, cooperation, avoiding, accommodating, and compromising of the five conflict management styles including compromising, cooperation, accommodating, and avoiding were found positive relationship with organizational commitment. Muhammad Tahir Khan Farooq, et al. (2016) found that there is relationship between teachers' professional commitment and conflict management styles. Furthermore, female teachers and urban teachers are more committed to their occupation.

2.2 Influence of Organizational Commitment on Organizational Effectiveness

Reetu, Anshu Yadav (2019) found that there is influence of organizational climate on organizational effectiveness with respect to commitment. Shahida Parveen (2019) found that there is an affirmative relationship between organization commitment and employees' performance. But, continuance commitment has no significant influence on employee's performance. At the same time, normative and affective commitment has positive and significant influence of on employee's performance. Kelven, et al. (2018) discovered that continuance commitment, affective commitment, and normative commitment have significant effect on the performance of Y-generation employee. Kaplan Metin and Kaplan Asli (2018) found that continuance commitment and normative commitment had no significant effect on work performance. But, affective commitment had positive and significant influence on work performance. Mohammad Ali Kashefi, et al. (2013) identified that there is influence of organizational commitment on organizational effectiveness.

III. Research Gap

MadihaYasin and Shazia Khalid (2015); Reza Hosseinpour and GitiPahlevani (2016); Trudel and Jeannie (1964); and Muhammad Tahir Khan Farooq, et al. (2016) have revealed that conflict management styles is positively correlated with organizational commitment. They discovered that there is positive and significant relationship between the conflict management styles and organization commitment. A review of the relevant literature on conflict management styles and organizational commitment is generally small in the Indian context and especially in the banking sector. To bridge the research gap, this research seeks to explore the relationship between conflict management styles and organizational commitment among the bank employees in Cuddalore district.

IV. Research Design

The descriptive research design challenges to clarify the action of the bank employees in association to an exacting track meaning. Hence, descriptive research design was employed for this research work. Based on the repay of descriptive research design, the researchers have used the descriptive research to ascertain the influence of conflict management styles on organizational commitment among the bank employees.

V. Framework of the Research

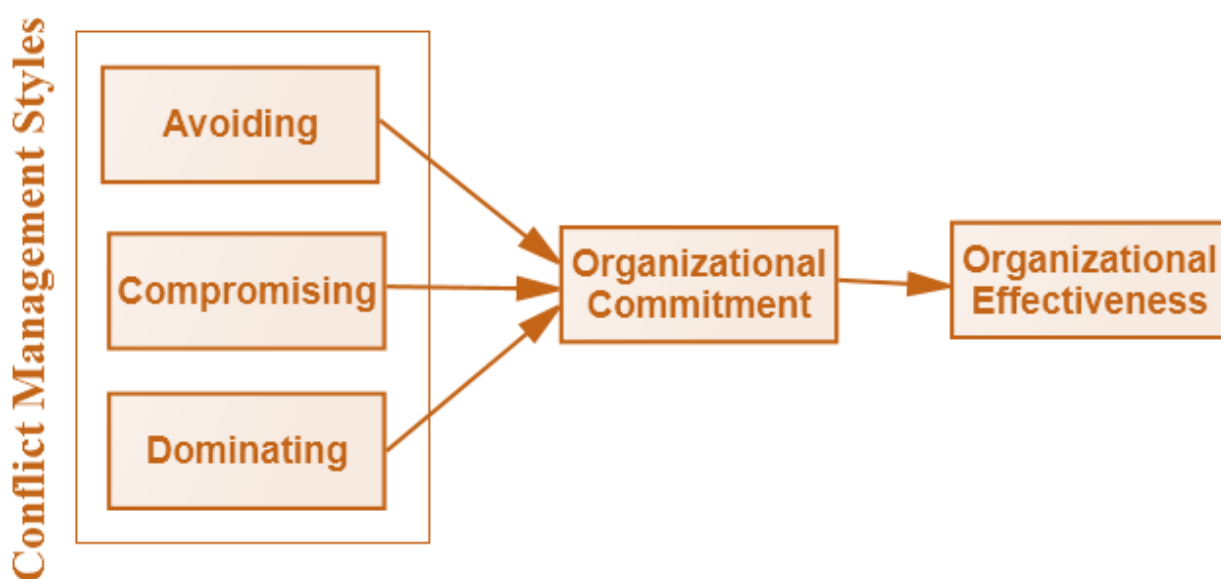


Figure 1: Conceptual framework of the study

The framework used to identify the influence of conflict management styles on organizational commitment among the bank employees. Conflict management style is classified into three types like avoiding, compromising, and dominating. Organizational effectiveness was considered as outcome variable. Organizational commitment is considered as mediator variable.

VI. Objectives of the Study

- To determine the influence of factors of conflict management styles such as avoiding, compromising, and dominating on organizational commitment.

- To describe the influence of organizational commitment on organizational effectiveness.

6.1 Hypotheses of the Study

- There is no influence of factors of conflict management styles such as avoiding, compromising, and dominating on organizational commitment.

- There is influence of organizational commitment on organizational effectiveness.

6.2 Questionnaire Construction and Reliability

Table 1: Reliability of the Research

S.No.	Variable	Reliability	Author
1	Emotional intelligence ➤ Avoiding ➤ Compromising ➤ Dominating	0.90	Rahim, M.A. (1983)
3	Organizational Commitment	0.88	Allen, N. and Meyer, J. (1990)
4	Organizational Effectiveness	0.94	Srithongrung, A. (2011)

Structured standard tools were employed for collection of primary data. The alpha ranged from 0.88 to 94 for all reports of questionnaire construction. This value of reliability designates the better reliability of the questionnaire.

6.3 Area of Sample and Justification

Cuddalore district has been elected for this study as area of sampling. Hence, there is a necessary to secure and expand the bank employees. By understanding this, conflict management styles, organizational commitment, and organizational effectiveness are judged for the study. Pilot study sample size of the research was 50 bank employees in Cuddalore. The data was collected through convenience sampling technique. Data analysis was done through path analysis. The analysis was employed to identify the influence of emotional intelligence on organizational commitment among bank employees.

VII. Analysis and Interpretation

From the model fit table, it is identified that the chi-square value was 5.064. The p value was 0.167, which was greater than 5%. The calculated CFI and NFI scores were larger than 0.90, which was suggested by C. Kathiravan., Manivannan M. (2016);C. Kathiravan & A. Rajasekar (2019). The GFI and AGFI scores were larger than 0.90, which was suggested byC. Kathiravan, Mahalakshmi, P (2019). It was also found that RMSEA and RMS values were less than 0.08, which was suggested by Deepak R. Kanthiah Alias, et al. (2019). The above pointers indicate that it was completely fit C. Kathiravan and A. Rajasekar (2018) and C. Kathiravan (2020)

Table 2: shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016) ¹⁴
Chi-Square	5.064	---
p	0.167	Greater than 0.050
GFI	0.968	Greater than 0.90
AGFI	0.902	Greater than 0.90
CFI	0.961	Greater than 0.90
NFI	0.919	Greater than 0.90
RMS	0.049	Less than 0.080
RMSEA	0.001	Less than 0.080

Source: Primary data



Figure 2: Path analysis of influence of conflict management styles on organizational commitment among the bank employees

Table 3: Regression Weights

DV		IV	Estimate	S.E.	C.R.	P	Label
Organizational Commitment	<---	Avoiding	0.123	0.039	3.142	0.309	0.002
Organizational Commitment	<---	Compromising	0.255	0.046	5.509	0.545	0.001
Organizational Commitment	<---	Dominating	0.070	0.074	0.953	0.093	0.341
Organizational Effectiveness	<---	Organizational Commitment	0.729	0.150	4.876	0.536	0.001

Source: Primary data

H₀: There is no influence of avoiding of conflict management styles on organizational commitment. Influence of avoiding of conflict management styles on organizational commitment calculated value of CR is 3.142. The value of Beta is 0.309. The value of beta designates that 30.9 percent of influence is through avoiding of conflict management styles towards organizational commitment. The p value was 0.002. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the avoiding of conflict management styles influences organizational commitment among the bank employees in Cuddalore district. Madiha Yasin and Shazia Khalid (2015); Reza Hosseinpour and Giti Pahlevani (2016); Trudel and Jeannie (1964); and Muhammad Tahir Khan Farooq, et al. (2016) have found similar result.

H₀: There is no influence of compromising of conflict management styles on organizational commitment. Influence of compromising of conflict management styles on organizational commitment calculated value of CR is 5.509. The value of Beta is 0.545. The value of beta designates that 54.5 percent of influence is through compromising of conflict management styles towards organizational commitment. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the compromising of conflict management styles influences organizational commitment among the bank employees in Cuddalore district. Madiha Yasin and Shazia Khalid (2015); Reza Hosseinpour and Giti Pahlevani (2016); Trudel and Jeannie (1964); and Muhammad Tahir Khan Farooq, et al. (2016) have found similar result.

H₀: There is no influence of dominating of conflict management styles on organizational commitment. Influence of dominating of conflict management styles on organizational commitment calculated value of CR is 0.953. The value of Beta is 0.093. The value of beta designates that 9.3 percent of influence is through dominating of conflict management styles towards organizational commitment. The p value was 0.341. The value p is greater than 5 percent level and the hypothesis is accepted. From the result, it is discovered that the dominating of conflict management styles not influences organizational commitment among the bank employees in Cuddalore district. But, Madiha Yasin and Shazia Khalid (2015); Reza Hosseinpour and

GitiPahlevani (2016); Trudel and Jeannie (1964); and Muhammad Tahir Khan Farooq, et al. (2016) have found that there is positive relationship between conflict management styles and organizational commitment

H₀: There is no influence of organizational commitment on organizational effectiveness. Influence of organizational commitment on organizational effectiveness calculated value of CR is 4.876. The value of Beta is 0.536. The value of beta designates that 53.6 percent of influence is through organizational commitment towards organizational effectiveness. The p value was 0.001. The value p is greater than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the organizational commitment influences organizational effectiveness among the bank employees in Cuddalore district. MohammadAliKashefi, et al. (2013); and Kelven, et al. (2018) have found similar result.

VIII. Findings of The Study

It is discovered that the avoiding and compromising of conflict management styles influences organizational commitment among the bank employees. MadihaYasin and Shazia Khalid (2015); Reza Hosseinpour and GitiPahlevani (2016); Trudel and Jeannie (1964); and Muhammad Tahir Khan Farooq, et al. (2016) have found similar result. But, it is discovered that the dominating of conflict management styles not influences organizational commitment among the bank employees. Finally, it is also discovered that the organizational commitment influences organizational effectiveness among the bank employees in Cuddalore district. MohammadAliKashefi, et al. (2013); and Kelven, et al. (2018) have found similar result.

8.1 Recommendations

Workshops and seminars should be planned to train bank employees using healthy conflict management styles. Furthermore, assistant managers should be adapted to dominating styles that may enhance the work motivation of clerical employees. Bank managers must provide for employees and teams to maintain a creative conflict management styles in banks that is dynamic, constructive, and then for organizational commitment. If the promise of conflicts is based on proper discussion and reasonable argument, if each individual and group are given the opportunity to express their views, such conflicts will decrease social nervousness and strengthen relationships and increase organizational commitment.

IX. Conclusion

Conflict is inevitable, and on a daily basis we go during conflicting situations. These circumstances have a crash on our work life because conflict management styles are so important. Conflict management style is changed by the way conflict is seeming and handled. The research tries to identify the influence of conflict management styles on organizational commitment among the bank employees. Data were collected from 50 bank employees and data analyzed through path analysis. It is discovered that the avoiding and compromising of conflict management styles influences organizational commitment among the bank employees. But, it is discovered that the dominating of conflict management styles not influences organizational commitment among the bank employees. Finally, it is also discovered that the organizational commitment influences organizational effectiveness among the bank employees in Cuddalore district. Hence, the author concluded that the bank

managers must provide for employees and teams to maintain a creative conflict management styles in banks that is dynamic, constructive, and then for organizational commitment.

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