

## EFFECTIVE CONFLICT MANAGEMENT IN ORGANIZATIONAL CONTEXT: PRACTICES AND PRECIPITATIONS

Dr. Muhammad Aqib Ali<sup>\*1</sup>, Dr. Sarina Shirazi<sup>2</sup>, Usman Khalid<sup>3</sup>

<sup>\*1,2</sup>The Millennium Universal College

<sup>3</sup>Elizabeth School of London

<sup>\*1</sup>[email\\_aqib@yahoo.com](mailto:email_aqib@yahoo.com)

Corresponding Author: \*

Dr. Muhammad Aqib Ali

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### ABSTRACT

The paper assesses various approaches to conflict management in organizational context. The research study was aimed at the assessment of organizational culture from the managerial perspective particularly with reference to conflict management. The study evaluates various conflict management practices and processes and examines the impact thereof within the organizational setup. Conflicts may occur in any organization, however, if managed properly they could be exploited to achieve organizational goals in an effective manner provided the conflicts are handled and resolved tactfully and in an articulate way. After discussing the theoretical aspects with reference to conflict management in the light of secondary data as found in the past pertinent literature, the study also evaluated primary data by fetching responses from senior managers holding top leadership positions at various organizations. The respondents shared their hands-on and pragmatic managerial experiences in managing conflicts. The primary data is based on survey data collection method and a structured questionnaire was employed for the purpose. A total of 276 valid responses were obtained from the research participants. The research findings provided a unique insight about respondents' opinions, suggesting that various conflict management techniques to address and resolve conflicts specifically those with religious or ethical underpinnings eventually lead towards higher levels of employee satisfaction and better retention in an organization, which ultimately contributes to organizational success in the longer run.

**Keywords:** Conflict Management, Conflict Resolution, Organizational Conflicts, Organizational Success, Conflict Management Practices, Employee Satisfaction.

### INTRODUCTION

From organizational perspective, conflicts are part and parcel of any organization because these entities employ large number of individuals from diverse backgrounds in terms of race, ethnicity, religion, culture, social classification, education and experience. Therefore, this is quite natural to have conflicting individuals and scenarios for various reasons including goal incompatibility, diverging interests, disputes in resource allocation and distribution among the major causes for conflicts (Tjosvold et al., 2014). The existence of conflicts is a common phenomenon in any

organization because organizations involve humans and it is normal among humans to have clashes and conflicts during their interaction (Zhenzhong, 2008); even in case of any social structure, conflicts are part of usual routine including any social context like family, friends, or any institutional setup. The conflicts, if managed properly, could be exploited towards successful accomplishment of goals within an organization. Employees are the key resource in driving performance, and at the same time are the major party in conflicting situations. It is common to

have conflict among workers in an organization (Vollmer, 2015). Conflict management enhances collaboration of employees, better communication among them, regular response from them and it promotes flow of new ideas (Awan and Saeed, 2015). If handled well, conflict has the potential to drive positive change and improve employee satisfaction and performance (Dana, 2001). Similarly, in case of poor conflict management, conflicts may aggravate and may trigger adverse outcomes including resistance to change, turmoil, strained interpersonal relationships, decreased productivity and inefficiency within the organization (Hotep and Asokere, 2010).

Conflict describes a situation where individuals are always competing for power, reputation, limited resources and factors that come under way to cooperate (Caputo et al., 2018). Conflict can stem from a variety of factors such as differences in group goals, struggle for recognition and poor communication channels (Bercovitch, 1983). The presence of disagreement between individuals with different goals affects the interest of the organization at large scale (Chandrasekar, 2011). Conflicts rise due to differences in personality backgrounds, status and functional interdependence. When two people in an organization avoid each other's achievements, conflict may occur. Such conflicts may create stress for employees that ultimately become the reason for low performance by the organization (De Dreu and Gelfand 2008). Conflict management is the ability of an organization to manage and resolve conflict by applying strategic measures (Ronquillo, 2021). These strategies include dialogue, third-party intervention, and communication (Spaho, 2013). In generic terms, organizational goals and objectives can only be accomplished by assessing both financial and non-financial parameters (Olaniyan and Ojo, 2008). Hence, the productivity of employees is not only financially dependent but also non-financially dependent. A happy and satisfied worker could be motivated easily by the management to achieve their goals. In an organization managers should be able to point out types of conflict that should be applied with precise strategies to create positive results. Rather than avoiding conflict, managers should be more concerned about managing conflicts and getting positive results. Business strategies are dynamic and everchanging due to globalization (Dabic et al., 2021), any organization

that wants to flourish and get success should focus on conflict management to make it a driver of success. Conflict management, if managed strategically, could be utilized as a driving force for organizational success. The study reported here was conducted in this scenario to find out how could conflict management have a positive impact on working of an organization.

### Review of Related Literature

Conflicts and conflict management are a perennial element in any enterprise irrespective of the structure, nature and functioning design of the organizations. Conflict is a process and tool of human relationships (Paresashvili et al., 2021). Employees who are as a matter of fact are the real asset for an organization should be given value by resolving their workplace conflicts, otherwise they will lose their talent. To focus on constructive and destructive outcomes of conflict, training should be conducted. This could increase the productivity and performance of employees. Usendok (2022) conducted a study in Akwa Ibom State University to investigate organizational conflict and employees job performance. The study stressed the importance of integrated conflict management that can help manage destructive status of conflict situation to constructive side of conflicts. However, this study was focused on a single institution and sample size was very small so we need to see carefully if it could be generalized or not. Wabi (2021) collected primary data from selective staff of a bank by using a mixed approach. They analyzed the data using simple linear regression and Pearson's Product-Moment Correlation Coefficient to conclude that conflicts were occurring regularly in the bank. They found that the reasons for such conflicts were mainly poor communication, lack of organization policies and reward system. Mistreatment from others at the workplace that causes physical and emotional harm is workplace bullying. It may strongly affect efficiency of works in an organization (Einarsen and Einarsen, 2021). If bullying behavior is not dealt with timely, may give rise to more aggressive results. Hamre et al. (2021) showed that conflict management climate acts as a tool to reduce workplace bullying, thus enhancing efficiency of workers. They further reported that a good social environment helps prevent existing bullying by enhancing employees' trust on the management.

Therefore, a weak conflict management climate increases the risk of bullying behavior.

Conflicts have their broad spectrum in organizational context. They may range from individual to departmental and from strategic to operational. There are diverse forms of conflicts that need various types of attitudes to resolve those (Madalina, 2016). The four major types of conflicts are: If conflict is between two individuals it is interpersonal conflict, and if occurs within an individual's mind, it is intra-personal (psychological based). If a conflict happens among individuals within a group, it is intra-group conflict, and if occurs within different teams within an organization it is called inter-group conflict. Other types of conflicts include relationship (originates from inter-relationship incompatibilities), task (view-point disagreements) and process (refers to disagreement with an approach to solve a task) (Jehn and Mannix, 2001). The relationship and process conflicts are destructive, whereas the task conflict is constructive as it encourages diversity of opinions. Cognitive and effective conflicts arise from differences in judgement and from personal differences respectively (Maia and Lima, 2020). Smaller conflicts include personal disputes between employees, while larger ones include differences in views on management strategies (Hasim et al., 2021). They further stressed that larger conflicts are usually within employees and management while smaller ones are within the employees. The conflicts between employees and superiors are considered to be positive and may be used positively by proper conflict management strategies (Iskamto et al., 2022). The aim of managers is to transform conflicting situations into functional conflicts that derive positive outcomes and ensure that a favorable result is achieved from apt and objective assessment and decisions based on unbiased and impartial judgment of the opposing parties' versions and opinions. In case of failure to address the situation in an articulate manner, the conflicts become dysfunctional conflicts consequentially leading to adverse outcomes which are detrimental to organizational agenda. Conflict exists at all levels of a society, hence, is part of business life as well (Shetach, 2012). The conflict, in fact, is unavoidable due to vast social interaction. Conflicts are usually taken as negative, called dysfunctional conflicts, or may be

looked at positively, described as functional conflicts (Adeyemi, 2022). Yildiz and Tepekent-Büyükçekmece (2021) emphasized conflict management rather than resolution, as evidenced from the fact that the organizations managing the conflict perform better. The organizations should focus on productive aspects of conflict.

In an organizational setting, conflict originates from incompatibility of goals and interest of employees that could destroy an organization (Awan and Saeed, 2015). Ratio analysis was used to deduce performance of Askari bank by applying statistical procedures like percentage mean, standard deviation and variance. They concluded that organizational performance could be improved by employing conflict management strategies. On the other hand, if management fails to apply conflict management strategies properly, it has a negative impact on organizational performance (Awan and Ibrahim, 2015). A study was performed to analyze behavior of workers of River State Civil Service (Wonah, et al., 2020). The behavior of workers was non-cooperative, lazy and distrustful of organization. Primary and secondary data were drawn to conclude that the organization should focus on increasing conflict management strategies, negotiation, and third-party intervention. Out of 380 respondents, 200 were representatives of the River State Civil Service. They further recommended that the management should be sensitive to conflicts and explore different ways to resolve those by setting up effective communication channels. John-Eke and Akintokunbo (2020) identified the significance and nature of conflicts. To identify a type of conflict and assess its appropriate strategy has a positive impact on managing the conflict. Such strategies build healthy competition, strengthen teamwork, bridge communication of employees and hence increase in organizational effectiveness.

#### **Various Conflict Management Approaches:**

Paresashvili et al. (2020) analyzed different issues related to conflict management. One of the most important findings is that the managers should constantly evaluate weaknesses and difficulties of employees to manage any issue properly. They discussed some of the solutions to resolve conflict management issues, as given below: (a) It is unacceptable to have discrimination in hierarchy; (b) Emotional balance of employees should be

addressed by the management; (c) The principle of fairness should not be violated; (d) Assessment scales of the employees should be justified as per their job description. Several studies have been conducted and reported on different approaches and strategies of conflict management.

**Compromise:** In this approach each of the parties has to compromise on certain interests to manage the conflict (Ndulue and Ekechukwu, 2016). However, managing conflict in this way is not a good method because it may resurface the problem again after some time. In compromising situation two parties get acceptance of the situation even if they are not agreed (Longe, 2015). Compromising as a conflict resolution strategy was also found to enhance morale of teachers in a study by Uwannah et al. (2018).

**Adjustment:** In this approach one party sacrifices for the sake of maintenance of relationship with another party. This can only be happened when one party is willing to satisfy other parties' interest (Wabi, 2021).

**Physically Detachment:** Sometimes it is better to separate the working units physically, if possible, to resolve a conflict (Wabi, 2021).

**Collaborative Working:** In this technique opposing parties discuss conflicting issues openly and honestly. It is a win-win situation as its outcome yields positive results (Walker and Daniels, 2019). They found that collaborative strategies through common ground were among the best policies of conflict management. Collaborating strategies help exchange perspectives and give importance to others' opinions to give an efficient solution.

**Avoidance:** This approach leads to leaving the dispute to get rid of problematic situation. However, this is not a good strategy to address the conflict because it in fact takes us away from actual solution rather than solving the problem (Schaubhut, 2007).

**Morale of employees:** This is one of the best strategies to handle conflict that has a direct effect on employee's performance (Kaehr Serra and Thiel, 2018). Low morale may be due to dissatisfaction with a job and distress on

organization. When not dealing with these problems, it may cause reduced concentration, poor customer services and missed deadlines. Therefore, the morale of the employees should be kept up to avoid any such situation.

Afzalur Rahim (2002) identified three elements to conflict management criteria; organizational effectiveness, stakeholders' needs and ethics. While managing conflicts, manager must keep in context all pertinent aspects including ethical approach towards conflict resolution (Aqib and Khalid, 2024), one that is based on the elements of objectivity, fairness and morality (Oliveira, 2022). Rahim et al., (1992) postulated that the managers of organizations must make ethically correct decisions (Aqib et. Al, 2024), specifically in exercising their powers during the course of managing conflicts. The ethical underpinning toward conflicts resolution not only warrants an unbiased approach (Blockley and Dias, 2010) but also boosts the confidence of parties concerned that their rights and interests will not be undermined in an unfavorable or unjustified manner. The diverse aspects and facets of conflict management are also incorporated in the research instrument to collect respondents' perspectives about these to arrive at concrete research conclusions.

### Methodology

The primary focus of this section is to outline the methods, procedures, and strategies that were utilized to collect data, as well as to elucidate how the collected data was processed and analyzed to arrive at the conclusion. A quantitative research design was used to explore the relationship between conflict management and organizational success. A quantitative approach was applied in the study, utilizing descriptive statistical measures followed by analysis of data using statistical tools such as regression analysis (Iskamto et.al, 2022). The research was focused on examining conflict management as a driver of organizational success.

**The research questions were designed to reflect this focus as given below:**

**Research Question No. 1.** How does a culture of effective conflict management impact employee satisfaction and retention in an organization, and ultimately contribute to its success?



**Research Question No. 2.** What role does leadership play in creating a culture of effective conflict management, and how does this impact the success of an organization?

**Research Question No. 3.** How can conflict resolution skills and techniques be effectively integrated into organizational training and development programs to promote success?

**Research Philosophy and Approach:** This research was driven by pragmatism philosophy. The philosophy of pragmatism places emphasis on the practical implementation of theories and ideas (Klockner et al., 2021). When applied in research methodology, this approach encourages researchers to prioritize practical outcomes, be open-minded and flexible in their methods (Saunders and Lewis, 2012). The study primarily utilized an inductive approach as it was focused on the research questions, rather than attempting to test pre-existing theories or hypotheses, which is more commonly associated with a deductive approach (Faems, 2020). One of the advantages of the inductive approach is that it allows for a more flexible and open-ended research process, as the focus is on exploring the data rather than testing preconceived hypotheses (Bella, 2019). This approach can be particularly useful in exploratory or quantitative research, where the goal is to gain a deeper understanding of a complex phenomenon (Saunders and Lewis, 2012, Melnikovas et al. 2018). Monomethod was used to collect the data. A monomethod approach to data collection involves using a single research method or technique to gather data. This means that all the data is collected using the same method, rather than using a combination of methods (Lawani et al., 2022). If monomethod is applied during a survey, standardized survey questionnaire is framed and utilized for data collection (Gashi and Maharaj, 2022) to bring uniformity in the questions asked to the participants without any disparity in format and wording (Awan and Saaed, 2015). Therefore, due to consistency in the data collection, there are less chances of errors as compared to the multiple methods. Moreover, data comparison across participants is more convenient where the same method is used for data collection. Monomethod, however, may have certain drawbacks (Dhler-Larsen, 2023) such as it may overlook some aspects of a study or may not make analysis as

comprehensive as could be achieved by multiple methods. The study was conducted using a cross-sectional approach that has an advantage over other methods for achieving data from individuals covering specific variables at a specific time (Wonah et al., 2020). However, it has a limitation that the changes occurring over time may not be studied with the cross-sectional method.

**Data Collection:** Because of its ability to collect a large sample size, the questionnaire is valuable in quantitative research (Shariq et al., 2022). To gather data, a structured questionnaire was crafted and divided into two parts: Section A focused on the respondents' demographics, while Section B included questions regarding conflict management practices and strategies. Section B further comprised of two parts. Part 1 contained closed-ended questions under each research question. Part 2 was composed of a five-point Likert scale questionnaire to enhance the significance of responses by providing a variety of answer choices. Additionally, Table 1 shows the number of questions/items in the questionnaire. The questionnaire self-administered to ensure better response rate and to achieve greater validity of responses from the research participants. The research instruments i.e., structured questionnaires were distributed using non-probability sampling technique. The purposive sampling technique was deployed specifically involving convenience and judgmental sampling methods. Convenience sampling is an inexpensive and easy option; however, it has limitation for having high levels of bias as well as the inability to generalize across the wider population. Whereas judgmental sampling may provide important information that cannot be obtained from other choices (Wilson, 2014). The primary data was obtained using the questionnaire, which was then reviewed, validated, and revised to ensure that it was both comprehensive and accurate. A total of 276 valid responses were obtained from the higher-level managers in various organizations and corporate establishments operating throughout Pakistan in various cities and urban centers.

**Ethical Considerations and Limitations:** The ethical guidelines for research involving human subjects were applied in letter and spirit. The purpose of the study was clearly described to the participants. Their confidentiality and right to

withdraw were guaranteed. The major limitation of the study was time constraint. Due to availability of limited time and scarce financial resources to fetch responses from the target

respondents, limited data was a constraint. Furthermore, in-depth interviews could not be done due to this the time constraint which hindered a holistic research outlook on the topic of conflict management (Awan and Saeed, 2015).

**Table 1. Summary of Likert-scale questionnaire items**

S. No.	Variable Name	N items	Scale Type
1.	Employee satisfaction and retention in an organization	5	5-point Likert
2.	Role of Leadership in Conflict Management	5	5-point Likert
3.	Role of conflict management practices in organizational success	5	5-point Likert

### Data Analysis

The focus of the study was to investigate how conflict management contributes to the achievement of organizational success. As mentioned in Methodology, three research questions were framed to probe the objectives of the study. A questionnaire consisting of demographics, closed-ended questions and a 5-point Likert scale was designed.

The data was analyzed using statistical methods. The sample size of 300 reaped 276 valid responses that were further analyzed against each of the three research questions as discussed in the earlier section. Demographics and closed-ended

questions data were subjected to descriptive analysis. Likert scale was subjected to regression analysis (Wonah et al., 2020) using Pearson's correlation coefficient (Adeyemi, 2022; Usendok, 2022). The 5-point Likert scale consisting of disagree, strongly disagree, neither disagree nor agree, agree and strongly agree was converted to numerical values respectively with 1, 2, 3, 4 and 5. To find out Pearson's coefficient, all values for each of the five statements within the questions were averaged for each of the respondent. A two-tailed t-test was applied to find out the level of significance. T statistic value was computed by employing the following formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

**Demographics:** The analysis of demographic profile of respondents reveals that most of them belonged to the age group of 36-45 years of age followed by 26-35 years of age group as shown in the Figure 1. Out of the total valid respondents 55.4 and 44.6 percent were male and female respectively. Most of the respondents (59.8%) had bachelor degree, followed by master degree. A few had PhD degrees, whereas there were only a very few having any professional degrees. As depicted in the Figure 2, most of the respondents (41.3%) were at mid-level service, demonstrating that the responses were mostly from experienced persons.

A fair percentage (20.7%) of the respondents were from top-level management, that further strengthens validity of the survey. Many (39.1%) of the respondents had 7-10 years of service in the organization, thus showing that their responses were of significance value. The respondents having 1-3 years of the service also had a good percentage (34.8%). About 8.7% of the respondents had more than 10 years of service in the organization that reflects the soundness of the survey due to responses by experienced respondents. The size of the organizations of different respondents were from less than 50 employees to more than 500 employees.

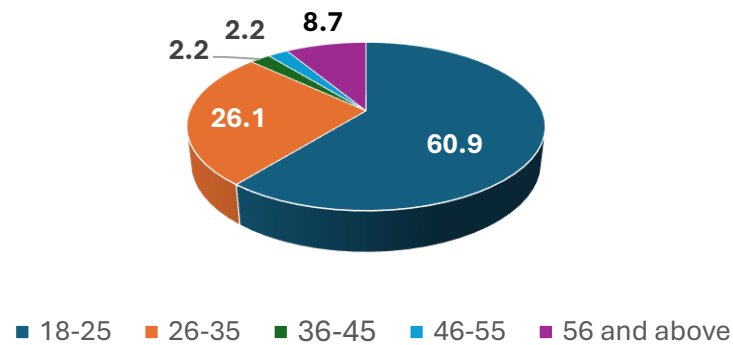


Figure 1: Percentages of age groups (in years) of the respondents

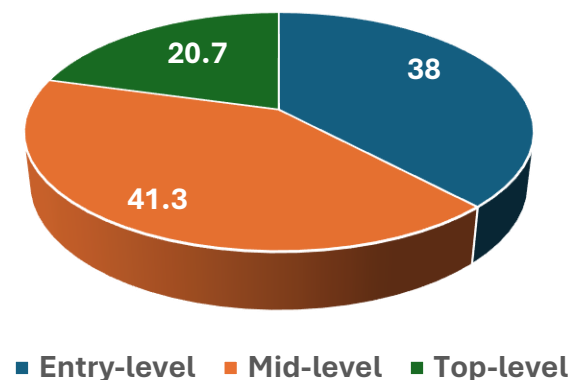
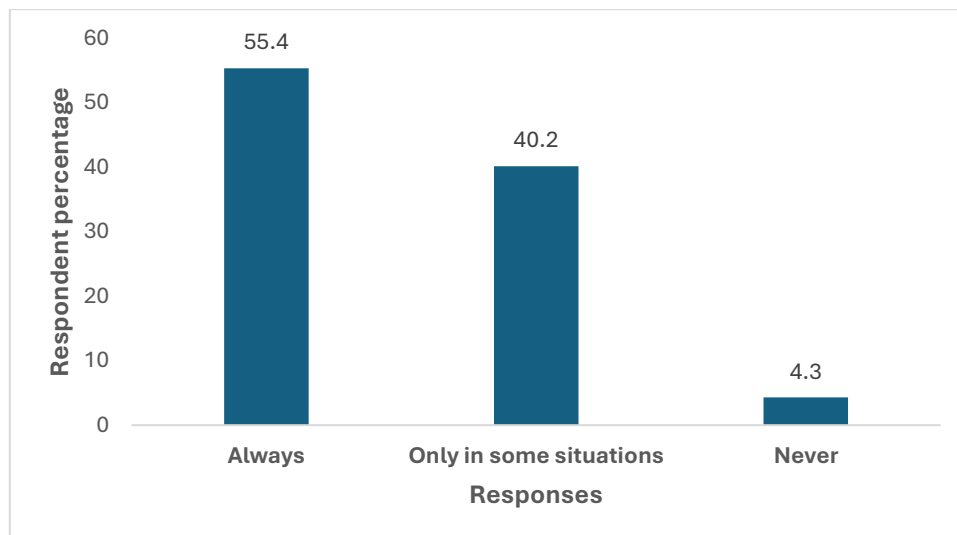


Figure 2: Job level of the respondents

**Conflict management in perspective:** Responses to the closed-ended questions and 5-point Likert scale were analyzed, and interpretations are given below.

**Employee satisfaction and retention in an organization:** Two sub-questions were asked to test this statement. The first one was to find comfort level of respondents for approaching the manager or HR team with conflict-related issues. Most of the respondents (55.4%) had a high comfort level in accessing HR managers of the organizations (Figure 3). However, 40.2% respondents could approach the managers only in some situations, whereas 4.3% respondents some of which were of top-level with more than 10 years of experience never approached HR manager for

conflict resolution. A large percentage (43.5%) of the respondents had the experience of involving in conflict management resolution process in their organizations and were found satisfied with the outcome. Whereas 29.3% were somewhat satisfied and only 3.3% were dissatisfied with the outcome. About 23.8% of the respondents did not have any experience of conflict resolution process in their organizations. The same questions were also asked via 5-point Likert-scale using 5 statements (Table 2). A significant number of respondents were found satisfied with their jobs and the organizational culture of their organizations. They were of the view that conflicts in the workplace affect job satisfaction of the employees, and conflict resolution has a strong impact on retention of employees in an organization.



**Figure 3:** Comfort-level of respondents for approaching manager or HR team with conflict-related issues.

**Table 2.** Responses on Likert-scale for addressing the question, Employee satisfaction and retention in an organization, related to conflict resolution.

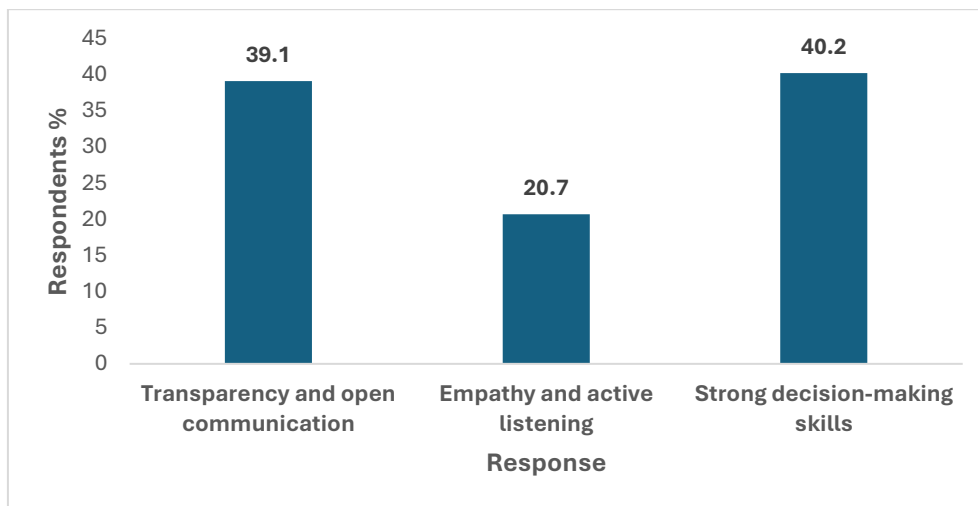
Numbering	1	2	3	4	5
	Strongly disagree (%)	Disagree (%)	Neither disagree nor agree (%)	Agree (%)	Strongly agree (%)
Satisfied with the job	5.4	4.3	10.9	56.5	22.8
Satisfied with the organizational culture	5.4	6.5	14.1	56.5	17.4
You would recommend your organization to a friend or family member	2.2	4.3	13	59.8	20.7
Conflict resolution affects employee retention in an organization	2.2	2.2	13	57.6	25
Conflicts in the workplace affect job satisfaction of employees	2.2	2.2	10.9	54.3	30.4

#### Role of Leadership in Conflict Management:

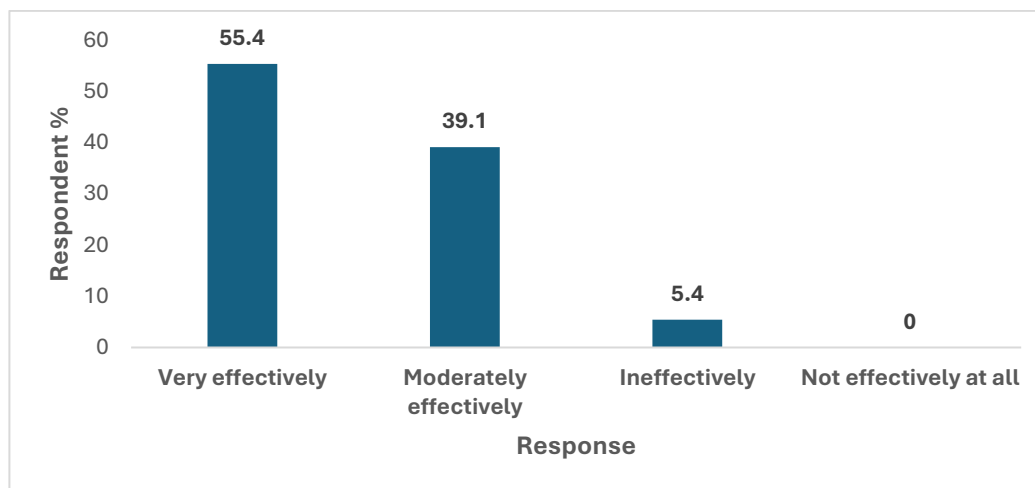
This statement was also tested with two sub-questions. Important leadership qualities that are required to resolve conflict include as highlighted in the Figure 4 below transparency & open communication and strong decision-making skills, of the managers have positive effect on employees with reference to conflict resolution. Empathy and active listening also contributed positively to resolving conflicts as responded by 20.7% respondents. The conflicts can be resolved in a positive way if the leadership team conveys the reasoning behind their conflict resolution

decisions to all contributors related to the conflict (Figure 5). The Likert analysis applied to find out role of leadership in resolving conflict management demonstrated that a significant percentage of the responses favored a strong leadership role in managing the conflicts (Table 3). The employees seek more satisfaction where the leadership discusses conflicts and handles those, keeping in view the work styles and personalities of the employees. The leaders should not only cultivate efficient conflict management behaviors within their teams, but also consider the long-term impact of their decisions.





**Figure 4:** Important leadership qualities that contribute to effective conflict management



**Figure 5:** Effectiveness of the leadership team to convey the reasoning behind their conflict resolution decisions.

**Table 3.** Responses on Likert-scale for addressing the question, Role of Leadership in Conflict Management, related to conflict resolution.

Numbering	1	2	3	4	5
	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
It is more likely to approach a member of the leadership team to discuss conflicts	2.2	4.3	7.6	67.4	18.5
The leadership team handles conflicts that arise due to differences in employee work styles or personalities	1.1	5.4	10.9	67.4	15.2
Leaders should cultivate efficient conflict management behaviors within their teams.	1.1	1.1	8.7	63	26.1
The leadership team considers the long-term impact of their decisions	2.2	5.4	9.8	51.1	31.5
Leadership favors the needs and interests of certain employees over others	4.3	10.9	17.4	45.7	21.7

**Role of conflict management practices in success of an organization:** Most of the respondents (65.2%) were of the view that effective conflict management driven by an ethical approach was very important for the success of an organization. The respondents also submitted responses to give their opinion on different steps that could be taken by an organization to improve its conflict management practices. Open communication and transparency were the best opted method by the respondents followed by implementation of clear

policies on resolving conflicts. Trainings on conflict resolution were also very important, however to less extent as compared to the other two. The respondents strongly favored implementation of conflict management practices in organizations for their success as evident from Likert analysis (Table 4). The employees should be trained and well informed in conflict management practices. The conflicts in the workplace definitely have a negative impact on productivity and success of an organization.

**Table 4.** Responses on Likert-scale for addressing the question, Role of conflict management practices in success of an organization, related to conflict resolution.

Numbering	1	2	3	4	5
	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The process of conflict resolution must be pinned upon ethical approach as it is important for organizational success	1.1	3.3	5.4	65.2	25
Conflicts in the workplace have a negative impact on productivity and the success of an organization	4.3	5.4	2.2	54.3	33.7
Conflict management strategies are objectively implemented regularly in your organization	3.3	6.5	23.9	50	16.3
Ethical baseline to conflict management practices enhances team productivity and performance collectively	4.3	2.2	6.5	58.7	28.3
Conflict management practices are well communicated to employees of an organization	1.1	6.5	12	65.2	15.2

**Regression and correlation analysis:** The 5-point Likert scale analysis comprising of three main questions and five statements within each question was transformed to numerical values. To find out Pearson's coefficient, all values for each of the five statements within the questions were averaged for each of the respondent. The employee's satisfaction and retention in an organization is one of the main factors in the success of an organization.

**Therefore, Pearson's correlation analysis was applied to test the following two hypotheses:**

I. Employee satisfaction and retention is directly proportional to the role of leadership in managing conflicts in an organization.

II. Implementation of conflict management practices enhances employee's satisfaction and retention in an organization.

**Hypothesis I:** Table 5 shows Pearson's coefficient and other statistical values from Pearson's analysis to test this hypothesis. The Pearson's coefficient was found to 0.589 that shows positive correlation between employee's satisfaction and retention and role of leadership in conflict management. The p-value less than 0.001 depicts acceptance of the hypothesis. Regression analysis of the data also shows positive interaction between the two variables (Figure 6).

**Table 5.** Pearson's analysis to test hypothesis-I.

Pearson's coefficient	0.589
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n	276
T-statistic	6.910
df	90
p-value	<0.001 (6.72e-10)

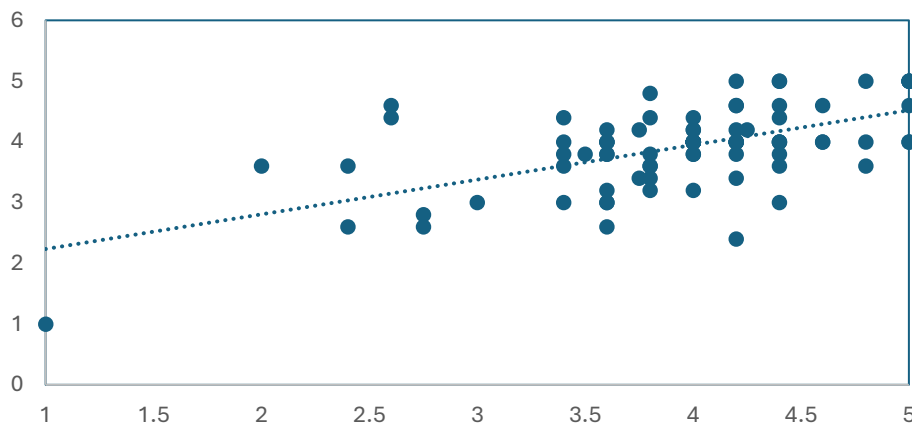


Figure 6: Regression between employee's satisfaction & retention and role of leadership in conflict management

**Hypothesis II:** The Pearson's coefficient for the hypothesis-II was found to be 0.630 (Table 6) illustrating positive correlation between the two variables i.e., employees' satisfaction & retention and role of conflict practices in organizational

success. The p-value less than 0.001 clearly shows acceptance of the hypothesis. Regression line (Figure 7) for the data also reflects a positive association between the two variables.

Table 6. Pearson's analysis to test hypothesis-II.

Pearson's coefficient	0.630
n	276
T-statistic	7.690
df	90
p-value	<0.001 (1.77e-11)

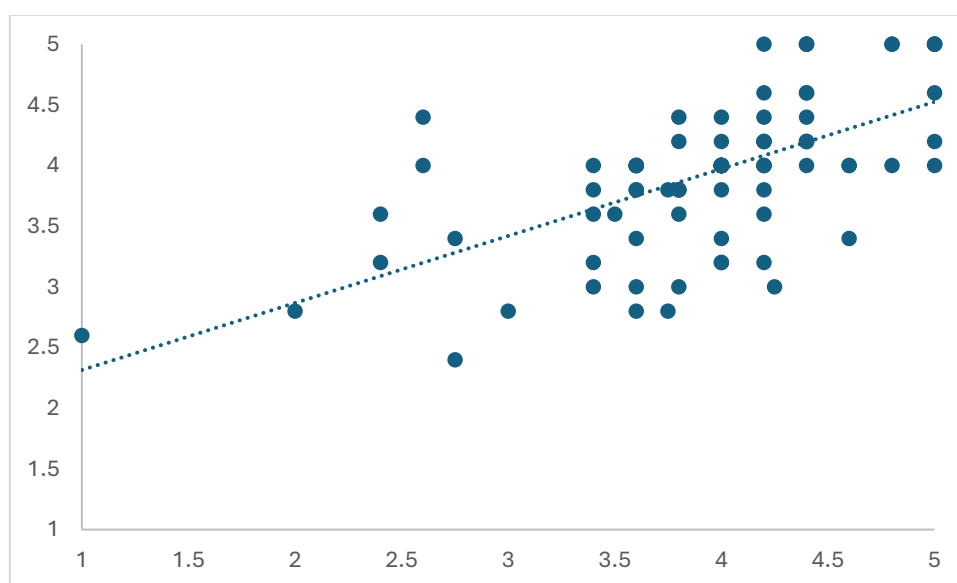


Figure 7: Regression between employees' satisfaction & retention and implementation of conflict management practices

### Conclusion and Recommendations

A total of 276 respondents comprising both male and female participants from different organizations with diverse job experience, qualifications level and experience level participated in the study. The sample size was 300 limited due to time constraint. The research identified a significant positive correlation between satisfaction & retention of employees and the two other variables viz role of leadership in conflict management and role of conflict management practices with Pearson's coefficient of 0.589 and 0.630 respectively, with <0.001 level of significance for both the pairs. The study concludes that proper conflict management in an organization enhances employees' satisfaction and retention level, leading to organizational success in the long-run to eventually achieve sustainable competitive advantage by ensuring a good working environment and conditions for the employees. The research findings also suggest that ethical and morality-oriented approach to reduce, resolve and minimize the conflicts within the organization positively impact the organizational success by keeping the employees motivated and satisfies with the working conditions and organizational culture. The outcome of this study has significant managerial implications. The organizations should pay special emphasis on conflict management for successful achievement of their goals. The leaders should pay attention to incorporate friendly and efficient conflict management strategies and implementing different conflict management practices in their organizations. It is further recommended that the research should be replicated with a larger number of respondents for wider observations, which could not be possible in this study due to time constraint. The future research may include a mixed methods approach to enhance the strength of research outcomes and to achieve an even more holistic outlook to the study of organizational conflict management.

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