Impact of Conflict Management Strategies on Organizational Performance: A Study

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Abstract
The purpose of this study is to examine the impact of conflict management strategies on organizational performance of a textile firm in Bangladesh. The technique of stratified random sampling has been used to select the respondents of this study. Structured questionnaire was circulated to gather the data to 200 respondents and out of which 153 respondents were filled and return the questionnaire and this study has validated 150 respondents. The data collected from the selected respondents were analyzed through descriptive and inferential statistics. The results of empirical test like Spearman correlation analysis revealed that there is a significant positive correlation between conflict management strategies (collective bargaining, confrontation, compromise, and accommodation) and organizational performance. This study also revealed that there are negative statistically determine effect of non-integrative conflict management strategies (competition and avoidance) on organizational performance. In addition, collective bargaining strategy had the highest significant positive correlation with organizational performance in regression analysis. The study also revealed that goal and economic incompatibility comprise diverse factors as experienced by the organization in managing conflict. The common factor of industrial conflict was union-management conflict. Therefore, it has been said that conflict is a common phenomenon in organization and it can contribute or detract the organizational performance. So, the organization should adopt equitable conflict management methods to resolve the conflict and build sustainable long term relationship among the employees and other stakeholders of the organization.

Keywords: Conflict, Conflict Management, Conflict Management Strategies and Organizational Performance.

1. Introduction

Every organization encounters conflicts on a regular basis. Conflicts are unavoidable, but it can be managed in such a way of early detection. It is vital to keep track of the organizational signals that indicate the presence of conflict on a constant basis. If organization does not respond appropriately, there may have created a risk situation in which the conflicts can cause problem the organization. Conflicts as an independent variable of organizational behavior are also one of the more important predictors of productivity, work contentment, efficiency and performance. There may have a positive impact on dependent variables through systematic

research on organizational behavior through comprehend and expand a good understanding of individual factors of organizational behavior. Conflicts of interest undoubtedly arise as a result of the structurally varied nature of today's work–organizations whether in the manufacturing or service industries. Lack of freedom, position, and resources emerge those conflicts of interest in communities (Hotepo et al. 2010; and Ike, 2010). Workplace conflict is thus prevalent in firms, despite the best management strategies in place, and presents itself in a variety of ways as an inherent and inescapable element of work relationships. It is a natural process that occurs more frequently in hierarchical organizations where people with differing perspectives, opinions, and backgrounds interact. Alternatively, conflict in the workplace is not an anomaly since it develops or provides an opportunity for correction and reconciliation for the benefit of the employees and organization as well (Thomas et al. 2008; Bercovitch, 2014; and Ayoko, 2017). Workplace conflict is defined as the presence of disagreement that develops when the aims, interests, or values of different individuals or groups are incompatible and hinder one other's efforts to fulfill organizational objectives (Kazimoto, 2013). Conflict initiates in communication process and an unavoidable result of transactional relationships that manifests as disagreement and discord with and between individuals and groups in the workplace. Workplace conflict will always exist in any business as long as individuals struggle for jobs, power, recognition, and security (Bercovitch, 2014; Obasan, 2011, and Issa, 2009). As a result, the job of management is to manage disputes rather than suppress or resolve them in order to improve organizational performance and protect harm in any sense. According to Akanji (2005), constructively handled conflict leads to beneficial results, whereas destructively managed conflict flares up the work environment, causing disruption and divergence of the entire group, as well as a drop in productivity and organizational performance. This suggests that a well-managed conflict strives to strengthen organizations in order to boost workplace performance. Obasan (2011) revealed that good conflict management strategies show flaws in corporate decision-making, prompting the establishment to make changes and seek constructive solutions. As a result, management has a responsibility to effectively resolve conflict for the sake of improving organizational performance through improved communication, management of time, cooperation, and productivity of the organization. For the nature of inevitability of conflict in the workplace, organizations can continually develop effective techniques for managing conflict in order to meet predetermined standards and objectives. Therefore, organizations have long been concerned about the impact of conflict management strategies on its performance because empirical validity of findings is limited at at best modest in textile industry of Bangladesh. Therefore, there is always a need for conducting empirical research study to focus the light on textile industry. Thus, the study tries to redress the situation by offering useful insights to managers of this sector on the strategic value of conflict management as a resource tool for improving organizational performance. As a result, the primary objective of this study is to search the impact of conflict management strategies on organizational performance in a textile organization of Bangladesh.

2. Review of Related Literature

Tabitha and Florence (2019) claimed that Thomas (1976) proposed for a two-dimensional framework of conflict resolution solutions based on the concerned parties' assertiveness and cooperativeness. He identified and confirmed five conflict management strategies such as competing, compromising, collaborating, accommodating, and avoiding. Depending on the

level of related individuals and people with whom they interact, interpersonal conflict can be managed using one of five strategies: dominating, obliging, integrating, compromising, or avoiding. Compromise was mentioned by all of the scholars in this study as one of the conflict management strategies (Daly et, al., 2010).

Yusuf and Kazeem (2017) revealed that appraisal of conflict management can be used as a tool for achieving industrial harmony. The goal of this research was to find ways to maintain harmonious labor relations in the future and avoid disruptive conflicts. The study included a total of 300 participants. The findings revealed that industrial organization harmony suffers from poor conflict management in Etisalat Nigeria. It was also discovered that performance standard targets are linked to conflict. As a result, it was suggested that management improve communication with employees in order to address issues that could lead to conflict before they arise. The standard of management practices should be specific, measurable, realistic, and achievable. Management should clearly disseminate information or issue orders by formally instructing employees on the use of written guidelines such as circulars, memos, and so on. To achieve industrial harmony, there should be a process in place to bridge the communication gap between management and employees, allowing for a clear understanding and accurate interpretation of all information.

According to the study conducted by Aw and Ayoko (2017), organizational performance can be improved though using constructive conflict management approaches (cooperation, compromise) by subordinates and it also make sure situation for increasing the quality of team members' exchange relationships.

Tsede and Adjadogo (2016) concluded in the empirical study of workplace conflict and its influence on the attitude of media employees in Ghana that workplace conflict has direct impact on employee engagement through causing harmed or destroyed or sustain cordial relationships among co-employees in addition to subordinates and superiors. The study has collected data from 42 respondents from privately and publicly owned six Ghanaian print and electronic media houses. The findings revealed that employees' attitudes toward work were primarily influenced negatively as employees' commitment to work and collaboration with others declined. Employees also participate in additional incivilities, such as keeping animosity, gossip, confrontational behaviors, and insecurity. The study did find some positive aspects also such as unity, idea exchange, activeness, and awareness in of organizational conflict.

Mayowa (2015) conducted a study on industrial conflict and its strategies of management of some manufacturing enterprises in Lagos, Nigeria. The study had used structured questionnaire and personal observation under a co-relational survey method to collect data from the selected respondents. Employees of three manufacturing firms in Lagos, Nigeria were chosen as respondents. The respondents were chosen using a multistage sample technique from the three manufacturing companies included in the study: Glaxosmithkline Nigeria, PZ Industries Plc, and Nestle Nig Plc. The data gathered was examined with descriptive statistics such as tables, frequency counts, and percentages, as well as mean scores. According to the research, among the different factors poor employee package, unfavorable economic and organizational policies, inefficient ways of conveying grievances to senior management, and poor welfare are

the reasons of conflict in manufacturing enterprises in Lagos State, Nigeria. To improve the productive employee-manager relationship, the study suggested using a combination of strategies such as collaboration, bargaining, and avoidance in managing organizational conflict.

A study conducted by Olukayode (2015) in a Nigerian manufacturing firm to show the impact of workplace conflict management on organizational performance. The stratified random sample technique was used to select 250 respondents for the study. Data was collected using structured questionnaires that had been validated. The data collected from the respondents was analyzed using descriptive and inferential statistics. The empirical studies indicated a substantial positive link between conflict management strategies such as accommodation, collective bargaining, and compromise with organizational performance using Spearman correlation analysis. On the other hand, there had a statistically significant negative impact of non-integrative conflict management strategies such as domination, competition, and avoidance on organizational performance. The regression analysis also revealed that collective bargaining strategy had the strongest significant positive correlation with organizational performance. The results of the study also revealed that conflicts including economic and goal incompatible orientations arise as a result of a variety of organizational experiences in the workplace. Conflicts of interest between management and labor unions have been determined to be the most common type of organizational conflict in the workplace. As a result, the study concluded that conflict is an unavoidable part of organizational life and it can be functional or dysfunctional depending on the strategies employed regarding conflict management in the workplace for ensuring organizational effectiveness.

Researchers have differing observations on the use of avoidance strategy in the management of workplace conflict. According to Abdullah (2015), not all work groups are teams because they must include all of the elements of a team, such as commitment, goals, accountability, and interdependence. The emphasis is on how a group's conflict management plan can transform them from a group to a team. According to him, Simmons and Peterson agreed that conflict avoidance is detrimental to organizational effectiveness because conflicts are unavoidable and never resolved; they also noted that avoiding conflict could exacerbate the outcome and create employee opposition to management decisions, among other things. While he believes that avoidance technique should be recognized as a legitimate form of conflict management in particular situations, he also believes that it can improve team building and organizational effectiveness when used in the workplace.

In a study of Obasan (2011) titled impact of conflict management on corporate productivity: an evaluative study identified significant factors for conflicts within organizations such as poor human relations between management and personnel, unacceptable working conditions, failure to consult workers before making important decisions on issues that affect them, a lack of conflict prevention strategies, and management opposition to the union's disposition.

Bercovitch (2014) revealed that every organization in society strives to establish an atmosphere in which employees can carry out their responsibilities efficiently without being hampered by negative influences that could obstruct the attainment of individual and organizational goals. Nonetheless, because employees compete for authority, position, recognition, and limited resources, conflict in organizations has become unavoidable. He believes that conflict is an

unavoidable part of life because it is linked to states of scarce resources, division of functions, power relations, and role differentiation. These disagreements frequently result in conflict, which can be either dysfunctional or beneficial to the organization's functioning.

Ike (2010) conducted a study into the impact of conflict on operational decisions and company performance using the Amason and Schwieger (1994) paradigm. A survey of the responses of 392 manufacturing managers of United States was successfully analyzed. According to the findings, conflict leads to a higher degree of organizational performance when cognitive conflict arises in a manufacturing decision particularly when the decision based on a situation of a market responsive scenario like ground-breaking products. In line with previous research, emotional conflict is prevalent in individual conflict has a negative impact on efficacy regardless of the decision's circumstances. Therefore, it is comprehended scenarios that conflict might promote or impair organizational performance in scenarios of operational decision-making.

A study conducted in Nigerian service industry by Hotepo et, al. (2010) on the effect of conflict on organizational performance and found that lack of cooperation, different expectations, communication problems, limited resources, interdependence and competition were the reasons behind the conflict.

According to Issa (2009), collaboration, competitiveness, negotiation, avoidance, and compromising are some of the major techniques employed to the address and management of organizational conflicts. The goal of a collaboration strategy is to meet the needs of all parties involved, particularly when the participants have same or mutual objectives. Individuals and groups battle for scarce resources, position, recognition, authority, and other things in an organization, and competition strategy refers to their willingness to fulfill their goals and objectives fairly or at the cost of other groups. Issa (2009) also claimed that a very competitive individual's use of power could only be reduced through higher external power such as legitimate law or social taboo when going overboard. Bargaining strategy is used mostly in issues relating to contractual agreement between management and employees for settlement when it becomes a legal matter (Fajana & Shadare, 2012). It avails all aggrieved parties concerned the chance for equal expression of their feelings regardless of the hierarchy of those involved in the dispute without prejudice.

Thomas et, al. (2008) explained that compromise strategy fosters a give-and-take situation that focuses on addressing the concerns of each group. The parties involved are willing to work out their disagreements in a peaceful manner, with no one being considered a winner or loser. According to Spaho (2013), compromise means achieving a mutually beneficial arrangement among individuals or groups involved in a disagreement. It is suitable when both parties involved are completely devoted to each other's actions and have equal dominance.
Ogunbameru (2006) distinguished between two categories of workplace conflict: informal and formal. The study claims that conflict in the workplace is informal when it is not caused by a systematic problem of organization but occurs directly from a source of grievance and is ostensibly purely expressive. The underlying sources in this case cannot be seen openly, but can be inferred from employees' unconscious forms of protest, disrupt, poor work attitudes and

disorderly behavior. It can have a substantial influence on employee job descriptions, attrition, and the organization's success while the problem is pervasive enough (Kazimoto, 2013). Alternatively, formal workplace conflict is defined as an organized representation of dispute expressed by a trade union or representatives of other workers (Ogunbameru, 2006). This type of conflict is particularly evident because it is frequently a deliberate strategy or intended effort to effect change in formal or informal settings, where one is vicious and harmful and the other is productive and vigorous, with a problem-solving foundation. The two conflict scenarios are neither good nor bad because of their existence in disagreement and unhappiness in the workplace in order to be made to improve overall workplace performance by proper adjustments in corrective measures.

Kraybill (2005) developed a scale similar to that of Thomas and Kilmann (1974). Kraybill's five responses to conflict are directing (high focus on agenda, low focus on relationship), cooperating (high focus on agenda and relationship), compromising (medium focus on agenda and relationship), avoiding (low focus on agenda and relationship), and harmonizing (low focus on agenda, high focus on relationship).

Workplace conflict is defined by Ikeda et, al. (2005); Azamoza (2004); and Ajala & Oghenekohwo (2002) as a disagreement that happens when the interests, aims, or values of different individuals or groups in companies are irreconcilable. On this basis, workplace conflict in the context of employment relationships can be viewed as an inescapable clash of interests and subsequent disagreements of different intensity between and among any or all active participants in organizations. As a result, in the lack of shared values in organizations, conflict is inevitable.

Blake and Mouton (1968) investigated the conflict management methods of eight distinct levels of an organization, from chairman of board of directors to the bottom to the grassroots supervisor. The findings suggest that higher-level managers are more likely to use competition and cooperation as conflict management methods, whereas lower-level employees are more likely to use compliance, compromise, and avoidance as conflict management approaches. Another study on this context by Thomas et al. (2008) at the organizational level demonstrates that with the increase of level of employees, conflict management for dictatorial (competition and collaboration) grows, whereas conflict management for moderation (avoidance and relocation) diminishes. Conflict management at the highest and lowest organizational levels is lowered by the compromised conflict management model, which has a curvilinear connection with organizational hierarchy. The factors which have a significant influence in how conflicts are managed are cultural background, cultural context, cultural system, values, and so on.

Thomas (1976) also proposed several conflict resolution strategies. Avoidance, accommodation, competitiveness, compromise, and collaboration are some of them. Conflict avoidance is a strategy for avoiding conflict. The accommodation strategy describes no amount of sacrifice is too great to allow harmony to reign. The competition strategy is based on the survival of the fittest and win-lose system, with no consideration for the opposing party. Parties involved to a conflict are willing to give up something in order to resolve the issue in the compromise strategy. The final strategy is collaboration, which is a win-win strategy in which

conflicting parties are prepared, willing, and able to fully satisfy each other's expectations. Except for the cooperation strategy, which is expressed in cooperative and assertive behaviors, all other techniques are heavily reliant on the organization's structure since they give a temporary resolution to the problems associated with conflict in the workplace.

According to Thomas and Kilmann's (1974) MODE instrument there are five modes to dealing with conflict along two dimensions of behavior. The five modes are: competing (assertive and uncooperative), collaborating (assertive and cooperative), compromising (falls into the middle), avoiding (unassertive and uncooperative), and accommodating (unassertive and cooperative).

3. Research Questions
From the critical analysis of the reviewed literature, the following research questions are framed by the researchers to find answers of this study:
  i)   What are the conflict management strategies which have impact on organizational performance?
  ii)   What is the relationship of some selected conflict management strategies on organizational performance?
  iii)   How does the organization manage those strategies positively to enhance the performance?

4. Research Objectives
The main objective of this study was to measure the impact of conflict management on organizational performance. To achieve the main objective, the researcher has formulated the following specific objectives:
  i)   to identify the management strategies associated with conflict which have impact on organizational performance;
  ii)   to measure the relationship among collective bargaining strategy, compromise strategy, accommodation strategy, confrontation strategy, competition strategy and avoidance strategy with organizational performance; and
  iii)   to provide some recommendations for equitable managing the conflict to enhance the performance of the organization.

5. Research Hypotheses
The following null and alternative hypotheses have been sighted by the researcher in considering the objectives of this study and inclusive literature review.

$H_0 1$: There is no significant positive relationship between workplace conflict management and performance of the organization.
$H_a 1$: There is significant positive relationship between workplace conflict management and performance of the organization.
$H_0 2$: There is no significant positive relationship between conflict management strategies (collective bargaining, compromise, accommodation, confrontation, competition and avoidance) with organizational performance.

H_a2: There is significant positive relationship between conflict management strategies (collective bargaining, compromise, accommodation, confrontation, competition and avoidance) with organizational performance.

6. Theoretical Framework of this Study

Based on the different perspectives of conflict management strategies discussed in the reviewed literature and research questions, the researchers have followed the following research model to achieve the objectives of this study.
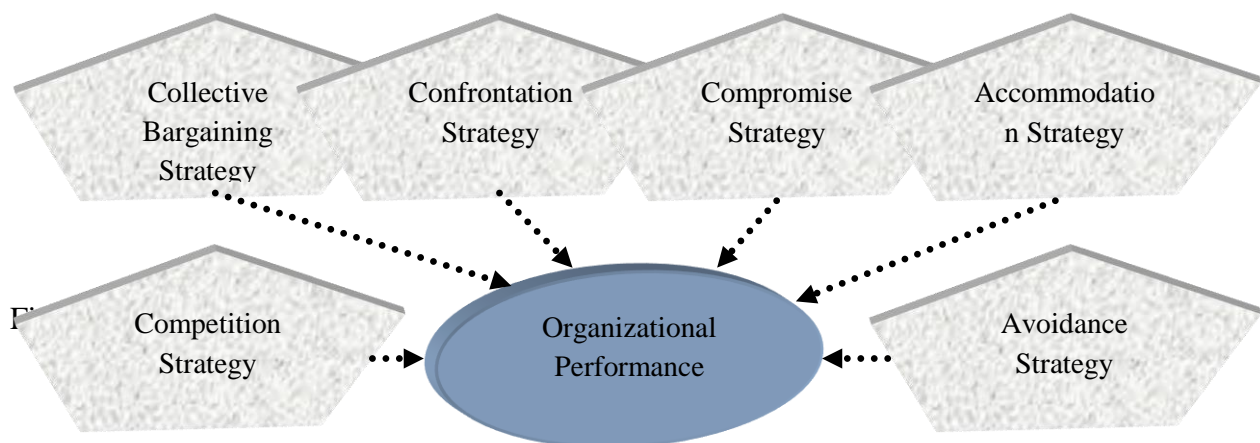
7. Research Methods

7.1 Research Design, Population and Sampling Technique

The study was conducted in a textile manufacturing firm which was purposively selected by the researchers. Descriptive research design was employed in the study. The population size of this study was 583 and they worked in different departments of the organization. The research has prioritized those staffs those are involved in cultivating and managing conflict in the organization. Stratified random sampling technique was exercised to select the respondents by using an appropriate statistical formula. The sample size was around 26% of the total population. The register book of the organization was carefully used to select the sampling frame of this study. Job position and length of the service were considered in selecting the sample size. The respondents were categorized into two types i.e. managerial and non-managerial for competent analysis and achieve the objectives of the study.

7.2 Method of Data Collection

To collect the data of this study, structured questionnaire was designed and directly distributed to the respondents. The questionnaire was distributed to 200 respondents and out of which 153 respondents were filled and return. The study was administered by following 150 questionnaires with a response rate of 77 percent. The standard guidelines for designing the questionnaire provided by Sekaran (2003) have been followed to design the questionnaire for this study. The first section of the questionnaire asked for the respondents' biographical information, while the second section included 30 items-questions to be answered in a Likert scale format, which were used to test relevant components (both the dependent and independent

variables) of this study. Each construct item included five possible responses ranging from strongly disagree to strongly agree, with numerical values ranging from 1 to 5. All the ethical considerations and standard proceedings were followed to assess the questionnaire and collect the required data.

7.3 Validity and Reliability

The questionnaire was validated with 20 employees from a relevant textile organization using the Test and Re-Test approach. The reliability of the co-efficient of the variables ranged from 0.746 to 0.848 with Cronbach alpha at the 0.05 level which indicating adequate sufficiency and deeming valid and reliable of the questionnaire to be followed.

7.4 Method of Data Analysis

The data which were collected from structured questionnaire after that coded and analyzed with descriptive statistics like frequency, percentage, mean and standard deviation, as well as inferential statistics like Spearman Correlation Coefficient Analysis and Shapiro-Wilk test. To determine the normality of the data, the Shapiro–Wilk test was used. The findings revealed that the significance level in all distributions is not greater than 0.05, and it is not less than 0.05 for other variables. Therefore, the formulated hypotheses were tested through the Spearman correlation matrix because there is no specific need for the distribution of variables selected and studied.

8. Results of Findings

8.1 Biographical Details

Table 1

Demographic Profile of the Respondents

Characteristics	Frequency	Percentage (%)	Characteristics	Frequency	Percentage (%)
Gender:			**Education:**		
Male	108	72.0	SSC or equivalent	8	05.3
Female	42	28.0	HSC or equivalent	22	14.7
Total	150	100	Diploma/graduate	79	52.7
Age:			Postgraduate	41	27.3
Below 25 years	14	09.3	**Tenure of Service:**		
25-34 years	89	59.4	Less Than 5 year	43	28.7
35-44 years	27	18.0	5-10 years	83	55.3
Above 45 years	20	13.3	More than 10 years	24	16.0
Job Position:			**Marital Status:**		
Managerial	27	18.0	Married	103	68.7

| Non-managerial | 123 | 82.0 | Unmarried | 47 | 31.3 |

Source: Primary Survey

Table 1 represents that according to the respondents' biographical information, the average age is 33.73 years. The gender distribution of respondents reveals that male respondents accounting for 72 percent of the total and female respondents accounting for 28 percent. This equates to a ratio of over 2.57 in favor of male responses throughout the gender category. The age distribution confirms that the participation of the market was male intensive due to major proportion of the respondents were male. On the subject of marital status, 68.7 percent of respondents were married and the rest 31.3 percent were unmarried. A considerable number of responders had a polytechnic or textile diploma or higher, according to the findings. According to job rank position of the organization, 82 percent of respondents were in the non-management cadre, while the rest 18 percent were in the managerial cadre of the respondents. The respondents' working period of the organization was 6.75 years.

8.2 Causative Factors of Workplace Conflict

Table 2

Means and Standard Deviation of workplace conflicts in considering causal factors

Variables	Sample Size	Minimum	Maximum	Mean	Standard Deviation
Inequitable treatment	150	1	5	4.44	1.07
Consciousness of workers	150	1	5	4.35	1.14
Differences in perception	150	1	5	3.91	1.26
Non – consultation with employees on key issues affecting them	150	1	5	3.55	1.33
Dispute procedure on cumbersome grievance	150	1	5	3.09	1.39
Nature of work activities	150	1	5	3.01	1.42

Source: Primary Survey

The respondents were asked to obtain data regarding casual factors of workplace conflict in the selected organization. The analysis of means and standard deviation of the selected casual factors of workplace conflict has been presented in Table 2. The analysis of the above table also shows that mean scores of 4.44 (σ = 1.07) for inequitable treatment, 4.35 (σ = 1.14) for consciousness of workers, 3.91 (σ = 1.26) for differences in perception, 3.55 (σ =1.33) for non-consultation with employees on key issues affecting them, 3.09 (σ = 1.39) for dispute procedure on cumbersome grievance and 3.01 (σ =1.42) for nature of work activities. The analysis also shows that the greatest source of conflict is inequitable treatment (31%), followed by consciousness of workers (26%), differences in perception (15%), non-consultation (12%), dispute procedure (9%) and nature of work (7%).

8.3 Prevailing Conflict in the Organization

Table 3
Means and Standard Deviations of conflict prevailing in the organization

Variables	Sample Size	Minimum	Maximum	Mean	Standard Deviation
Union – management conflict	150	1	5	4.58	1.17
Job task-related conflict	150	1	5	4.01	1.25
Procedural conflict	150	1	5	3.33	1.29
Interpersonal conflict	150	1	5	2.98	1.35
Personal conflict	150	1	5	2.34	1.44

Source: Primary Survey

Table 3 shows the common types of conflict that were prevailing in the organization. Out of common conflict types, union – management conflict has the highest contribution value (μ = 4.58, σ =1.17) followed by Job task-related conflict (μ = 4.01, σ= 1.17), procedural conflict (μ =3.33, σ =1.29), interpersonal conflict (μ = 2.98, σ =1.35) and personal conflict (μ =2.34, σ =1.44).

8.4 Adopted Conflict Management Strategies by the Organization

Table 4
Means and standard deviation of adopted conflict management strategies by the organization

Conflict Management Strategies	Sample Size	Minimum	Maximum	Mean	Standard Deviation
Collective Bargaining	150	1	5	4.53	1.36
Confrontation	150	1	5	3.58	1.29
Compromise	150	1	5	3.47	1.31
Accommodation	150	1	5	3.15	1.24
Competition	150	1	5	1.23	0.96
Avoidance	150	1	5	1.07	0.88

Source: Primary Survey

Table 4 shows that the selected textile organization utilize collective bargaining strategy with a mean score of 4.53 ($\sigma = 1.36$), confrontation strategy with a mean score of 3.58 ($\sigma = 1.29$), compromise strategy with a mean score of 3.47 ($\sigma = 1.31$) and accommodation strategy with a mean score of 3.15 ($\sigma = 1.24$) which are the integrative conflict management techniques used by the organization. The result of the table also reveals that competition has a mean score of 1.23 ($\sigma = 0.96$), and avoidance has a mean score of 1.07 ($\sigma = 0.88$). Respondents were also given a 5-point scale to rank the importance of each indicator. The study has distributed the Likert scale as the least important point represents 1, less important represents 2, neutral represents 3, most important represents 4 and most extremely important represents 5. The result of Table 4 also represents that collective bargaining is the most essential and effective conflict

resolution approach. It's worth noting that the business rarely employs non-integrative conflict management strategies like avoidance, competitiveness.

8.5 Test of Hypotheses

Hypothesis 1:

$H_0 1$: There is no significant positive relationship between workplace conflict management and performance of the organization.
$H_a 1$: There is significant positive relationship between workplace conflict management and performance of the organization.

Table 5
Matrix of correlation between workplace conflict management and performance of organization

Workplace Conflict Management	Organizational Performance	Variables
	1	Organizational performance
1	0.357**	
	0.001	Workplace conflict Management

Source: Primary Survey

The link between workplace conflict management and performance of the organization was tested using Spearman correlation to seek the decision regarding null or alternative hypothesis 1. The analyzed data from table 5 reveals that there is a significant statistically determinate effect between the variables of workplace conflict management and organizational performance with a coefficient value of 35.7 percent at the 0.01 significance level. Therefore, null hypothesis 1 is rejected and alternative hypothesis 1 is accepted. Accordingly, it has been discovered by the researchers that workplace conflict management and performance of the organization are positively influenced and linked.

Hypothesis 2:

$H_0 2$: There is no significant positive relationship between conflict management strategies (collective bargaining, compromise, accommodation, confrontation, competition and avoidance) with organizational performance.
$H_a 2$: There is significant positive relationship between conflict management strategies (collective bargaining, compromise, accommodation, confrontation, competition and avoidance) with organizational performance.

Table 6
Correlation matrix of workplace conflict management strategies used by the organization and performance of the organization

Variables	CBS	CMS	ACS	CFS	CPS	AVS	OGP
CBS	1						
CMS	0.467*	1					
ACS	0.422*	0.334*	1				
CFS	0.496*	0.125	0.362*	1			
CPS	0.134	0.116	0.358	0.329	1		
AVS	0.106	0.104	0.323	0.316	0.303	1	
OGP	0.578**	0.384*	0.352*	0.442*	0.112	0.102	1

Where, CBS = Collective Bargaining Strategy; CMS = Compromise Strategy; ACS = Accommodation Strategy; CFS = Confrontation Strategy; CPS = Competition Strategy; AVS = Avoidance Strategy; and OGP = Organizational Performance

** Significance at $p < 0.01$ level (2 tailed)

* Significance at $P < 0.01$ level (2 tailed)

The Spearman correlation approach was employed to examine hypotheses 2. The findings of table 6 reveal that collective bargaining strategy has significant positive correlation with organizational performance at 0.001 level of confidence. Furthermore, confrontation strategy, compromise strategy and accommodation strategy have also significant positive correlation with the performance of the organization at 0.05 level of confidence. Thus, null hypothesis regarding collective bargaining strategy, confrontation strategy, competitive strategy and accommodation strategy has been rejected and alternative hypothesis is accepted. Therefore, the predictions that integrative conflict management strategies considerably improved organizational performance were also accepted. The non-integrative strategies like competitiveness, and avoidance had no significant correlations with organizational performance, hence the null hypothesis regarding competition and avoidance strategy is accepted and alternative hypothesis is rejected.

The most effective conflict management strategies on organizational performance were predicted using regression analysis. Table 7 shows the outcomes of the studies based on independent variables such as collective bargaining strategies, compromise strategies, accommodation strategies, confrontation strategies, competition strategies, and avoidance strategies.

Table 7

Regression analysis of conflict management strategies on organizational performance

Indicators	Proposed Effects	Beta Coefficients	Observed t-value	Sig. Level
Collective Bargaining	+ve	.487	5.623	.000*
Confrontation	+ve	.464	5.424	.000*
Compromise	+ve	.432	5.222	.000*
Accommodation	+ve	.414	5.074	.000*
Competition	-ve	.228	2.416	0.235
Avoidance	-ve	.215	2.193	0.213

Significance level *p, 0.001, N = 150

Overall model 14.867, p < 0.00 R^2 = 0.534, Adjusted R^2 = 0.532

F-statistics were used to determine the overall model fit for the regression equation. The model finds a positive (F = 14.867 P< 0.001) and statistically significant connection. The independent variables accounted for 53.4 percent (R^2 = 0.534) of the variance in the dependent variable of organizational performance. The most effective conflict management strategy is collective bargaining with the highest beta coefficient (β =0.487) which had a higher significant positive impact among the integrative conflict management strategies. The next significant strategies which have impact on organizational performance consecutively are confrontation strategy (β =0.464), compromise (β =0.432), accommodation (β =0.414), competition (β =0.228), and avoidance (β =0.215) in the textile firm of Bangladesh.

9. Discussion of Findings
This research adds to the knowledge of how workplace conflict management strategies impact on the organizational performance in a textile firm of Bangladesh. There is a strong experimental support provided by the findings of this study that the organizational performance is positively and statistically significant by the effect of conflict management.

There is a lot of evidence through the analysis that by adopting and implementing integrative conflict management practices, an organization can improve its performance. The findings of this study is very much relevant with the findings of the previous studied work by Olukayode (2015), Mayowa (2015), Daly et al. (2010) and Hotepo et al. (2010) on integrated management strategies and its impact on organizational performance that effective use of integrative conflict management strategies produce positive and efficient result for any organization.

Various affected variables of workplace conflict were discovered in a diversified review of the literature including worker awareness, differences in perception, inequitable treatment, onerous grievance and dispute procedures (Ogunbameru, 2006 and Mayowa, 2015). The findings of this study are congruent and in agreement with those found in the literature, and they further imitate prior empirical studies on workplace conflict causal factors conducted by Hotepo et al. (2010); Kazimoto (2013); Blake & Mouton (1968); Thomas (2008) and Obasan (2011). As a result, the study's empirical findings validated that conflict in the workplace might occur from a variety of organizational practices depending on financial and incompatibility of goal orientations in intra and inter relationship around the organization.

In addition, the empirical investigation revealed that the types of conflict in work relationships differ. According to the findings of the study, the most common types of conflict in the organization are job-task related conflict, procedural conflict, interpersonal conflict, and union-management conflict. This conclusion, on the other hand, is significant since it shows that union-management conflict is the most common type of conflict in the organization. The findings supported Fajana and Shadare's (2012); Azamoza (2004); and Thomas et al. (2008) assertion that management representation by the interests of employers and work unions representation by the interests of employees are frequently differed diametrically. This has been the prime cause of organizational conflict not only in Bangladesh but also in developed countries in unionized groups of an organization. The findings of this study on conflict

management and organizational performance were similar to those findings of Ike (2010); Olukayode (2015) and Tsede & Adjadogo (2016). The findings of this study differed from Comboh's findings, which found that all sorts of industrial conflicts have a detrimental association on employee and organizational performance. This study's empirical research suggests a positive relationship between strategies of collective bargaining, confrontation, compromise and accommodation as conflict resolution strategies and performance of the organization. This argument was bolstered by the formulated hypothesis of this study as well as the findings of Thomas & Kilmann (1974); Fajana & Shadare (2012); and Olukayode (2015). The results of regression analysis confirmed that collective bargaining strategy as conflict resolution has the highest and most significant positive correlation with organizational performance. Alternatively, organizational performance was negatively affected by non-integrative conflict management strategies such as competition and avoidance. Therefore, the results are supported by the findings of Olukayode (2015) and Issa (2009) that managers have a preference to utilize integrative conflict management strategies that are reasonably effective in reducing disruptive conflict and improving performance and productivity of the organization. The members of the organization often have a high level of confidence and trust in each other, enhance group loyalty, and maximize adjustability, loyalty to the management and organization and achievement of targeted goals and objectives by using an integrative conflict management strategy.

10. Recommendations and Conclusion

The recommendations have been determined to be necessary based on the findings of this study. In the workplace, management should seek to apply inclusive and collaborative dispute resolution strategies while also attempting to occupy union leadership or employee representatives in key decisions that influence the people actively participate in the work. Management and employees must seek and commit together to work cooperatively by establishing successful strategies and maintaining acceptable policies as effective and efficient means for handling and managing probable and existing conflict in organizations on a constant and beneficial way to meet the objective of the organization. In order to minimize competition and dominance as conflict management strategies, credible avenues of communication and open discussions of dispute in work relationships must be promoted. Employees and employers in the organizational work environment have a common aim and a common foundation for mutual survival and continuing maintenance of optimum organizational performance. The study looked at how conflict management affects organizational performance in a textile organization in a transformation and emergent economy. The association between integrative conflict management strategies and organizational performance was founded significant in a diversified literature review. The findings of this study experimentally supported those of prior studies in terms of the association between workplace conflict management strategies and business performance. The study also emphasized the relevance of integrative conflict management strategy as a technique for shifting from a vicious to a useful state of conflict in the workplace in order to improve organizational performance and sustainability. Though the study has some drawbacks, it has contributed significantly for judging and understanding the association between conflict management strategies and organizational performance in textile industry of Bangladesh.

11. Limitations of the Study:

Despite the significant findings, the study poses the following limitations also:

- The study has focused primarily on only one textile firm in Bangladesh.
- Limited sample size.
- Generalization of the findings to the whole industry.

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