

Impact of Conflict Management Strategies on Employee Performance in Workplace

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Abstract: The main purpose is to delve into the study of externalities which is a major cause of conflict at workplace. How an loggerhead managers search out for various conflict management styles in order to improve their employees morale; so that work could be performed on smoothness without any hindrances. Moreover, study discuss on educating employees so that they do not bring family and social life issue into the workplace. Conflict may arise where there are perceived or actual differences in dealing with departments or groups of employees. Several studies undertaken which indicate conflict resolving strategies and how one can come up with best practices. This study would help to identify how an individual cope with the changes and how an employee manage cumbersome situation at his workplace. How organization are coming out by breaking prisons of siloed society by engaging partners, co workers to interact with each other and focusing on transformation efforts. This changes focus from continuous improvement on existing process to holistic transformation so that quicker decision result in successful operation of business and this will be only possible if collaboration is performed in an transparent and fair manner with proper documentation and adapting work ethics, norms and values by interconnectedness. The research design used in this study was descriptive statistics. The data collected was primary data. Data was analyzed using the descriptive statistics, Pearson correlation, regression, percentage using SPSS (Statistical Package For Social Sciences) 29 version. The reliability of questionnaire is checked through Cron Bach alpha reliability test. The sample selection used in this study is purposive and snowball sampling technique which is a part of non probability sampling and stratified probability sampling (specific industry or manufacturing unit) is employed.

Keywords: causes of conflict, conflict management, conflict management styles, employee performance, facilitation plan, workplace conflict.

Introduction

Conflict is a necessary and vital part of organizational life. It is both unavoidable and essential to the changing process. Indeed, rather than being a barrier, it promotes cooperation. Conflict has two sides: one is adverse and destructive, while the other is rooted in problem- solving where par-

ticipants are prepared to put aside differences in personality and pay attention to other people's perspectives and to communicate with one other honestly and openly, to be encouraging and helpful when former fails collaboration. The conventional approach to conflict resolution does not

address the underlying issues within an organization that give rise to dysfunctional conflict. Instead, it focuses on resolving or minimizing conflicts between individuals within the existing system. However, in order to effectively manage conflict in the new paradigm, it is necessary to implement macro-level changes within the organization. These changes should promote constructive conflict, while minimizing negative conflict at the individual, group, intergroup, and organizational levels.

Conceptual Framework

Nowadays conflict is inevitable in the workplace and it is of utmost importance to manage it in a proper way to reduce the issues that could result from a number of sources: ineffective communication style, bad management practices, different values and beliefs, lack of clarity, conflicting roles, stress at work, poor reward system, task conflict, etc. The existence of different people with distinct demographic characteristics, personalities, needs, and diverse perspectives are also some factors due to which conflict arises in organizations.

Eder and James(2002) in their work shown that varied identification of conflicts across demographic parameters is quite essential. They also observed a high relationship between demographic traits including (age, gender, income, level of education) and managerial experience. Employees as well as managers must assess how each employee behaves and perform in order to assess if the predetermined goals were met or not. Numerous studies demonstrate that managers attitudes, convictions, perceptions, and expectations in the context of employee relations and training can either speed up or slow down the tasks and roles of the staff (1998, Frederickson). It is crucial to remember that instructors and staff who have mental conflict and stress-related issues are not appropriate to direct the education of children. So, it appears that any employee of the university's teaching staff, faculty, or staff members who is tranquil and free of tension and conflict, improves university performance in several areas, including pupils academic success.

Conflict comprise of five phases:

1.Prioritizing issues that may cause conflict amongst people include a lack of cooperation, disparities in interests, and variances in various aspects like cultural background, religion, and educational attainment.

2.Triggering Event: Conflicts never develop on their own; instead, there must be an intervening direct or indirect incident. For example, two people with different cultural backgrounds attempted to persuade one another, which led to the confrontation.

3.Initiation phase: which is the stage at which dispute first starts. The sequel begins with heated fights, verbal disputes, and abuse, suggesting that the battle has already begun.

4.Phase of Differentiation: In this phase, every individual communicate how they differ from one another.

5.Phase of Resolution: Here, various approaches to dispute resolution are examined. All parties concerned need to attempt to compromise to quickly end the conflict. It is always said that discussion is a better step and wiser way to adopt rather than conflicts. In addition, disagreements between peers and supervisor-subordinate conflict are included in the interpersonal level of social conflict, which also includes intra- group and intergroup conflicts. The fundamental conflict between the structure and authority of formal organizations and human personality is inextricably linked to their surrounding cultures.

1.1.2 Forms of conflict:

Intra group conflict: People without independence frequently oppose the need for interdependence and, to some extent, group conformity or who have limited freedom, resources, or status. As a result, those who are eager for power engage in competition for standing or prestige within a team. Due to the common perception that incentives and recognition are unfairly withheld, members are more prone to compete with one another. There is a stronger inclination in western culture to value winning over losing and more emphasis on competitiveness than collaboration. These factors might exacerbate intra-group conflict. Group meetings frequently take place in a win-lose envi-

ronment when interactions between individuals or subgroups are carried out more to establish a winner and a loser than to facilitate mutual issue solving.

Inter group conflict: There are four major methods due to which intergroup conflict emerges. Horizontal strain refers to competition between functions like sales vs. manufacturing, R&D vs. the field of engineering, line versus staff and so on. Vertical strain entails rivalry between levels of the hierarchy, such as that between shop workers and foremen, middle management and union, etc. An illustration of horizontal strain might be a disagreement about inventory policies between the manufacturing and sales departments. Groups engaged in a win-lose dispute frequently exhibit particular behaviors and mindsets. Antagonism between the two groups grows; positive understandings are hidden by unfavorable preconceptions.

Role conflict is used to explain the diverse responsibilities that individuals perform in the organizations. An organization is sometimes described as a system of position roles that share interdependent tasks and, as a result, perform formally defined roles. These roles are further influenced by an individual's expectations and their personality.

Worker and management passive aggression: This type of behavior stifles a team's creativity and undermines team cohesion and productivity. Not all conflicts result in destruction. But when it becomes harmful, managers must recognize it and take action. It has been shown that one of the most often reported form of stress among employees to be interpersonal conflict at work. Interpersonal conflict at work has been found to serve as a signpost for the more general idea of workplace harassment. It has to do with other stresses that might co-occur, including such as workload, position uncertainty, and conflict.

Relationship Conflict: Interpersonal discrepancies, such as personality conflicts, tension, antagonism, and irritation, among group members, contribute to this. (Jehn, 1995) Negative personal feelings brought on by this kind of conflict include tension, irritation, anxiety, distrust, resent-

ment, and the fear of rejection by other team members. (Murnighan and Conlon, 1991).

Task Conflicts: Disagreements over the scope of the task and its objectives, including the allocation of resources, protocols, and the interpretation of data, fall under this category. (John, 1995; 1997). Task conflicts can occur in tandem with lively conversations and intense emotions and involve divergent viewpoints, ideas, and attitudes. The evidence on task conflict has been linked to several positive outcomes, including enhancing the team's engagement with discussion (Jehn, et al, 1999), which produces innovative and high-quality concepts (Amason, 1996; West & Anderson, 1996) this results in improved accessibility to services (Tjosvold, Dann & Wong, 1992). Moreover studies have shown a connection between task conflict and a number of detrimental effects, such as lack of teamwork and job discontentment (Kabanoff, 1991; Jenn, et al, 1997), and a rise in stress.

Process Conflicts: Disagreement over the proper way to do a task, individual duties, and delegation is meant by this. (Jehn & Mannix, 2001), For instance, when members of the group cannot agree upon who is in charge of finishing a certain task. Process conflict has been linked to reduced productivity and morale (Jehn, 1997) and inadequate group performance (Jehn, 1999).

Consequences of conflict: Effective conflict management is imperative for corporate organizations because it has both direct and indirect impact on organizational performance. Workplace conflict has both positive and negative sides.

- Offers original and imaginative concepts.
- Provides diversity to one's professional life; without it, employment would be monotonous and uninteresting.

A study found that employees who reported that workplace conflict is resolved through discussion were less likely to experience a negative health outcome. On the other hand, those who reported that there are no attempts to resolve conflicts at the workplace were more likely to experience increased stress levels. Conflict at work has a detrimental impact on well-being, particularly mental health. Employees may experience symptoms such

as headaches, sleeplessness, weight loss, mood changes, anxiety, and depression. Communication problems are also caused by unresolved conflicts in the workplace. When employees engage in constant arguments and quarrels in the workplace, they lose their capacity to communicate effectively. This leads to misunderstandings, distrust that can lower confidence which may exacerbate the issue. Conflict at work affects both employers and employees in a variety of ways. It may also lead to absenteeism, legal issues and turnover. It is the responsibility of all managers and leaders to first identify the root causes of conflict in the workplace before putting a constructive conflict resolution plan in place. Employee effectiveness pertains to the ability of employees to meet organizational goals through established criteria, competencies, and skill sets. This is achieved by establishing a clear connection between customer service indicators such as satisfaction and loyalty, and employee factors including dedication, skills, and internal service quality, in order to drive outcomes and foster a culture of high performance.

Conflict Management

It is a remedial process in which various conflict management styles and facilitation techniques were adopted by organizations in order to assess employee productivity, behavior. The term “**conflict management**” refers to a range of methods, behaviors, skills, and procedures used to handle disagreements within a company (Corn, 2013). It should be highlighted that the goal of conflict management is often to lessen or mitigate conflicts rather than to resolve or control them. Conflicts between employees may arise as they try to prove their value in their jobs. To resolve workplace conflicts, it is essential to adopt improved organizational methods. These may include setting overarching goals, eliminating ambiguity, minimizing disagreements related to authority and domain, enhancing policies, processes, and norms, and reallocating existing resources. Workplace conflicts can take many different forms, including those involving organizations, peers, and superiors and subordinates.

Facilitation and its significance

Group facilitation involves the skillful guidance of internal or external individuals who present content and information, create and implement a procedure that helps a team achieve its goals, and establish a suitable framework for training sessions, meetings, team-building exercises, or other work-related activities. The primary objective is to fulfill the group’s objective during the session, encouraging participants to take shared accountability for the meeting’s results and provide the appropriate decisions, solutions, and answers to their queries. On the other hand, **individual facilitation** involves a trained facilitator providing each employee with the necessary framework, information, and steps to resolve their problems in a way that is mutually satisfactory to both parties. Skilled individuals use **nonverbal communication** such as giving a wave or a glance to indicate to participants. They can take advantage of any opportunity to speak while other participants are reassembling.

There are various types of conflict management strategies available, including integrating, accommodating, compromising, dominating, and avoiding. It is widely accepted that an **accommodating approach** is suitable for maintaining positive interpersonal relationships over time. In this approach, one party sacrifices something for the other, allowing the other party to prevail. (Simpao, 2013) and is frequently employed to resolve small disputes when disputes emerge. In this instance, the parties act against their own goals, ambitions, and aspirations and benefit from one other’s which is a way to resolve the disagreement. This approach is suitable for handling a situation when one person feels they could be mistaken, maintaining harmony in the partnership, and handling a weak stance. Retraction and exiting the dispute are two primary strategies of the **avoidance style**. If there are more important moral issues that require attention, this approach may be ethically justified. According to Montes et al. (2012), the avoidance style is used by people who are emotionally impacted by the stress caused by a dispute. They become uncooperative or unassured

to avoid the situation. However, Luisser (2012) suggests that using this approach without addressing the underlying issue can lead to more problems for the company in the long run. For example, Arab nations usually prefer other styles such as integrating and dominating styles (Al-Hamdan, Shukri, & Anthony, 2011) instead of avoidance. When parties use the **integrating style**, they reach a consensus and gain from it; as a result, the style is aggressive and cooperative (Simpao, 2013). It is commonly known as situation where both parties get advantage and often collaborative approach. According to Kaimenyi (2014), to address an issue, it ought to focus on the conflict's circumstances, mentality, and behavioral elements. When there is time, everyone is involved, there is dedication, and everyone is bringing forward ideas, then this technique is acceptable. This works well when both sides are looking for a fresh/novel approach. The parties have a meeting, share ideas, and decide how best, fairly, and equitably to implement those ideas. This particular style is mainly aligned with challenging discourse. Unless we presuppose that all individuals will have the necessary leadership qualities mentioned previously, there will need to be a hierarchical structure in place where directives predetermined by superiors will govern the responsibilities of a distinct group of subordinates. The win-lose scenario or the contending and forcing approach are some names for the **dominating style** (Longe, 2015). In this approach, the participants don't collaborate and instead act forcefully with determined manner to accomplish their objectives. It is mentioned in (Tetteh & Obobosadarko, 2016) that if the dominating approach is adopted, there is a small but temporary possibility that the dispute will resurface. If this particular style is defined by the dominant individual's there will be significant focus on themselves and minimal regard, such as a lack of respect, for others, then its application is considered unethical. The term "lose-lose situation" also refers to the **compromise style**.

The agonistic approach is indirectly linked to compromise. A factional scenario is one in which there is already, or at least partially, marked by

agonistic, or immoral, behavior that is not controlled. From a moral point of view, the ethical value of compromise depends on whether one is giving up the ideal path or not. If one's opponent is correct and one's demands are incorrect, it is better to reach a compromise rather than obstinately sticking to one's own beliefs. However, compromise could be wrong if one's demands are right and those of one's opponent are incorrect. For instance, reaching a settlement could still violate consumer safety, environmental, or antitrust regulations.

EMPLOYEE PERFORMANCE

One study indicates that a company's capacity to resolve employee issues successfully is greatly influenced by the management style employed there. Intra-employee dispute resolution processes are more frequently used by businesses that adopt unitarist management strategies. Furthermore, we discovered that organizations that have a track record of successfully implementing innovative conflict management strategies are more inclined to start implementing policies for resolving employee conflicts. Employees feel more peaceful at the workplace when there is a proper feedback mechanism, grievance handling procedure, and formalized policies and procedures. This assists in improving employee motivation and retention, and the preservation of business relationships which strengthens group effectiveness. Freeman and Medoff (1985) even think beyond to depict that increasing productivity requires the implementation of an ADR system. Employee participation in grievance procedures is made possible by this approach, and the better working relationships result in increased productivity through longer job duration, reduced employee turnover, and more human capital (due to higher employee investment in training)

A range of leadership techniques are required of leaders, according to the Hersey-Blanchard Situational Leadership Model (Hersey & Blanchard, 1977). They blend four leadership approaches that combine four employee maturity levels to produce four methods for producing more productive workers. Four stages of employee maturity were distinguished by Hersey and Blanchard (1977): (a)

Low, (b) Moderate2, (c) Moderate3, and (d) High. They determined each employee's developmental level since they thought that knowing each person's level would enable a manager to communicate and inspire them effectively. These stages are D1 (low competence and high commitment), D2 (low competence and low commitment), D3 (high competence and low/variable commitment), and D4 (high competence and high commitment). There are four leadership philosophies which is S1 derived as directive, S2 derived as coaching, S3 derived as providing support, and S4 derived as delegating or sharing responsibility. Apprentices are also covered by the "Kenya Employment Act" (2007), which defines an employee as someone who works for money or a salary. Workers are the most valuable resource in an organization, and without them, managing an organization becomes challenging as they enable the successful operation of the organization by carrying out a variety of duties and activities that help the organization achieve its objectives (Hwang, 2010). According to Vroom (1964), HRMs must hire workers who possess the necessary abilities, know-how, competence, and experience for their organization to run well. Employee evaluation is the process of assessing the overall performance of an individual employee, which is typically done by their direct supervisors (Dobre, 2013). Performance reviews are conducted using a variety of techniques, including behavioral checklists, important occurrences, management by objective, self-evaluations, and 360-degree feedback.

Literature Review

Conflict can be defined by Shakespeare famously said, "Thinking makes it so. Nothing is good or bad." Conflicts within the workplace can take several distinct forms, such as criticism, teasing, disputes, and intense competition. Conflict may arise from resentment towards others, difficult working conditions, or dissatisfaction with a colleague's performance. It can occur when someone undermines your ability to complete a task, denies you the freedom to act in a certain manner,

or transgresses a partnership rules. "**Awan and Anjum**" (2015) asserts that quick settlement of conflicts, frequent feedback, collaborative decision-making, and open communication are all facilitated by well managed conflict. Collaboration and open communication foster the exchange of fresh ideas and improve working relationships, both of which may be beneficial in boosting employee morale. According to "**Awan and Ibrahim**" (2015), leaders often lack effective conflict-resolution skills. Lack of communication and interpersonal skills can lead to conflict that spreads to others, negatively impacting job performance and satisfaction. When personnel staff members are involved, the procedure becomes punitive and may result in disciplinary action which further lowers employee satisfaction and morale. Individuals in diverse roles possess distinct perspectives, objectives, ideas, and worries.

Conflict is defined by "**Litterer**" (1966) as "conflict arises when two or more parties disagree because they believe they are being excluded from interacting with another individual or group". According to "**Tedeschi et al**" (1973, p. 232) conflict is "an interacting condition in which an actor's aims or behaviors conflict with those of another actor or actors to some extent". Any social entity, from the person to the corporation itself is referred as actor.

According to "**Smith**" (1966), conflict is "an instance when there is an inherent incompatibility between the conditions, practices or aims for diverse actors" Smith and Litterer view conflict differently; the former consider it as a situation, while the latter view it as a behavioral style. But according to writers and Tedeschi et al. think that conflict results from inconsistency or differences which are drilled in objectives, pursuits, or interactions among social hubs.

According to "**Nelson and Quick**" (2001) focus on both human factors (those resulting from employee differences) as well as structural causes (those originating from inside the firm and starting with the way in which work is organized) as elements contributing to conflict.

Friedman et al. (2000) found a link between individual conflict styles and stress levels among

employees. His study emphasizes the fact that people who utilize a more broad or comprehensive approach have lesser levels of task/ work conflict, which lessens interpersonal conflict and stressful situation. Furthermore, people who utilize a controlling or evasive style have greater incidence of work conflict, which increases interpersonal conflicting and stressful situation assert by **“Balay” (2007)** **“Hellriegel” (2010)** claims that the procedures are meant to decrease the detrimental effects of conflict. The purpose is to improve learning, group results, and performance in an organizational setting.

“Alpert, Tjosvaldo, & Law” (2000). It tends to aim for consensus, deepen comprehension of the issue, boost resolutions and looks for sincere commitment to decision-making. **“Knippen, Yohan & Ghalla” (2011)** assert that goal of resolving conflict is to diverting this energy into mutually beneficial outcomes for both parties involved in the dispute. **“Prentice”(2006)**.

According to **“Blake and Mouton” (2009)** the key to effective conflict management is shifting the behavior related and psychological attitude aspects of relationship from rivalry to supportive. According to **“Sanda” (2008)**, conflict management tactics are essential in any organization to foster innovative thinking and a problem-solving mindset.

Employee Performance- According to **“Hillstrom and Hillstrom” (2002)** Scientific Management shared several similarities in numerous ways to Weber’s theory of most preached and disseminated bureaucracy. Weber thought that employees were big hindrance to the firm and they are only meant and exist to produce products and necessary items. He emphasized that organizations should be administered and managed with rigid guidelines, hierarchies, and power. This structure reduces employee interaction and teamwork, while also preventing feedback. Instead, the ideal bureaucracy prioritized quality records. However, the organization structure concentration was on employee productivity which led to a lack of generosity. Employers started putting a lot of emphasis on HR guidelines to encourage staff members

to put more effort and satisfaction into their work claim by **“Lewin” (2001)**. These HR guidelines were designed to increase workplace culture’s awareness of and tolerance for disagreements. Gain sharing, employee feedback, and quality circles were among the policies. Employers established “quality circles,” allowing staff members to participate in important management decisions. According to **“Tjosvold” (1985)** Effective collaboration between subordinates and bosses occurs when both parties have high expectations for one other’s goals. Brown & Root (formerly Kellogg, Brown & Root) claimed that by using an alternate settlement technique, outside litigation expenses were reduced by 80% in the first year. Over a six-year period, Motorola claimed to have saved 75% on outside litigation costs. Motorola credits this to implementing an internal dispute resolution process and included a mediation option in its supplier contracts. Over a seven-year period, NCR claimed a decrease in the number of outstanding cases from 263 to 28. When the Air Force tried mediation, they predicted that each claim would save 50% in a survey of 100 equal employment grievances claim by **“Slaikeu & Hasson” (1998)**. He lists a decrease in turnover, longer-lasting external and internal business partnerships, and stronger commercial relationships as further advantages.

“Lewin” (2001) argues that there should be a two-fold examination of the effects of conflict: overt and covert, which have an indirect impact on individual and corporate performance. Overt conflict manifests itself in a few easily recognized ways, including turnover, absenteeism, and financial expenditures on conflict resolution. He also emphasizes that there are more subtle repercussions conflicting matters; such as reduced determination, reduced creative thinking, and decreased team efficiency which ultimately lead to poor job performance. According to **“Weeks and Fournier” (2010)** asserts that employees spend a significant amount of their workday on non-work activities. According to “Proudfoot Productivity Report,” salespeople devote 79% of their time to non-sales activities. Most of the conflicting issues can be avoided through better discus-

sion. Improved communication skills are beneficial for both employees and employers, regardless of who is responsible for prevention. To promote effective communication, managers must communicate in a conflict-free manner and set a positive example for their teams. According to research by **“Dijkstra, Beersma, and Evers” (2011)** emphasize it is critical to avoid conflicts and provide staff members with the methods/tools/ necessary resources in order to avoid future discrepancies. They examined and compared how much stress an employee experience over a disagreement with the level of stress conflict produced. This locus of control is increased when an employee is given the resources in order to handle heated dispute in their way. **“Fayol”(1916)** assert that philosophy of management suggest to stay focused on intricate aspects of managing administration. Unlike Taylor and Weber, he stay on detailed aspects of individual efforts and team dynamics. Plan, Organize, Command, Coordinate, and Control his management belief is still been used. The Employee Relations Movement supplanted these traditional beliefs in 1930s. Advocates for HRM stated that if people were given attention, they may provide useful recommendations **“Lewin” (2001)**. The study at Hawthorne Electric Factory aimed to see if adjusting the environment, such as lighting, might improve worker productivity assert by **“Roethlisberger & Dickson”**. According to the literature, employees were more involved in the company’s people than its products or services. The inferences came out as positive mark as work groups improved “productivity and product quality,” **“Lewin” (2001, p. 462)**. Allowing employees to create work groups may foster a sense of community. According to **“Hillstrom & Hillstrom” (2002)** employers were able to better grasp the demands of their workforce by using Mayo and Maslow structure of wants. According to McGregor, businesses would produce more and become more effective if they offer their staff members more responsibility by making them understand that self actualization play crucial part than salary. “When an employee feels that the company takes their interest to heart, then the employees will take the

company’s interest to heart”. This fact throws light on organizations that businesses perform better as their people drilled effectively in this. Social identity theory suggests that individual differences might lead to conflict. **“Cooper” (2012)**

“Tajfel & Turner” (1979). Employers started to understand that they needed to have an effective workable plan for handling these inescapable conflicts. Researchers **“Ayoko, Callan, and Hartel” (2003)** examined the approach that led to discord. Task and Relational are the two processes that Ayoko et al. identify as internal tensions. A task conflict stem out when workers are given a task and are unsure on how to complete it, which lead to heated conflict. Workers frequently impede or fail to complete tasks because they place responsibility for the uncertainty on their employer or on each other. Relational conflicts are the second kind of process conflict. Such disputes arise when employees struggle to collaborate and finish tasks. According to **“Myers and Larson” (2005)** contend that the process ought to be considered the third form of conflict, rather than characterizing tasks and relationships as process types. Conflicts might be related to the work, the relationship, or the process, according to Myers and Larson. Apart from the disputes related to tasks and relationships that the author has detailed, there are also issues over the impartiality of the collaborative process. Task disagreements usually don’t get as personal and are easier and shorter. In many cases, task disagreement actually helps the task perform better. **“Wilmot and Hooker” (2010)** assert that emotions frequently cause interpersonal confrontations to escalate. When miscommunication is perceived as a personal affront, feelings may get the better of you if someone doesn’t notice you, forgives you, or steps in to help. **“Suprpto and Widigdo”, (2021)** investigated the impact of conflict, work motivation, organizational justice, and employee empowerment on worker performance. The findings demonstrated that employee authorization, organizational justice and job motivation all positively and significantly affects employees performance. Conflict does, however, also appear to have a somewhat detrimental effect on worker performance.

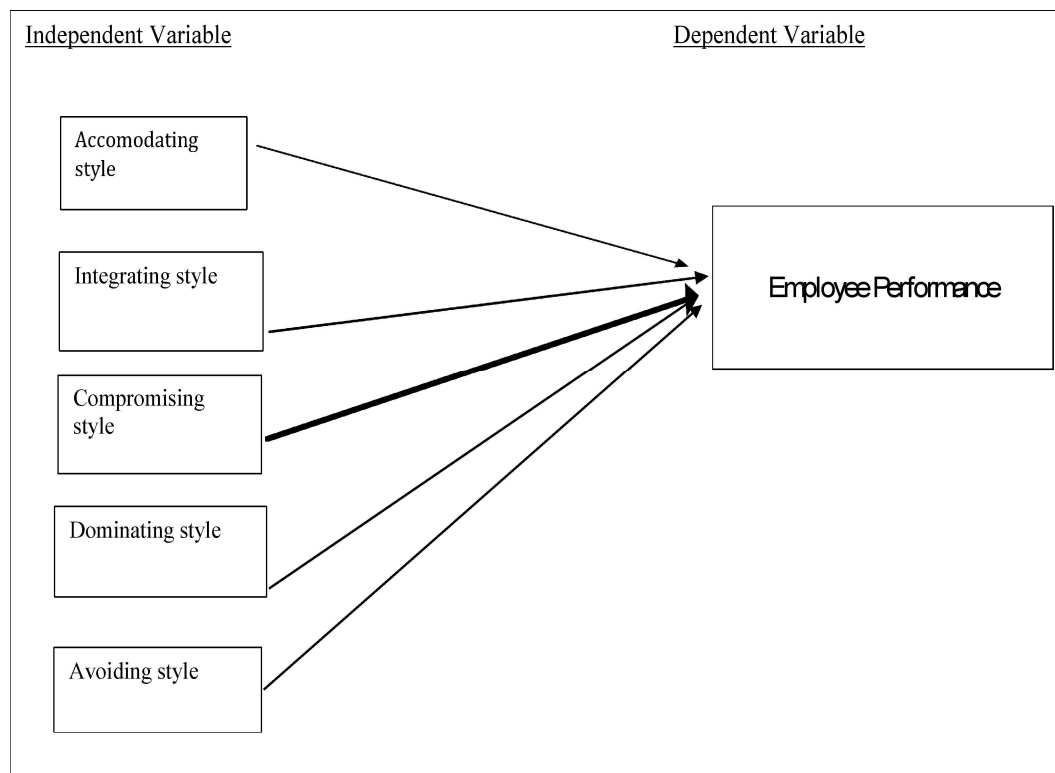


Figure 1: Conceptual Model Showing Relationship between Conflict Management Strategies & Employee Performance

Rationale of the Study

The goal of this research was to examine the link between employee performance and successful conflict management styles. The research is undertaken to ascertain how conflict will be managed effectively; to ascertain what are the reasons which trigger employee performance in workplace. Research is conducted to determine which methods work best for resolving interpersonal conflicts before they become more significant problems that require disciplinary action. This major void can be neutralized by taking into consideration “people issues”, adding value to the integration by being transparent and communicate openly. By learning how team members communicate differently from one another, we can anticipate future issues by synergy realization and monitoring business continuity with due diligence

and determine potential conflict hotspots.

Objectives of the Study

To assess the effect of conflict management strategies on employee performance.

Hypothesis of the Study

H1: There is significant impact of accommodating style on employee performance.

H2: There is significant impact of integrating style on employee performance.

H3: There is significant impact of avoiding style on employee performance.

H4: There is significant impact of compromising style on employee performance.

H5: There is significant impact of dominating style on employee performance.

Research Methodology

The study: This study employed a combination of primary and secondary data. To collect primary data, a qualitative questionnaire was issued to LinkedIn, retail marts, firm owners, and enterprises to get perspectives and experiences of participants. Additionally, secondary data or existing literatures are taken while conducting study.

Sample Design: This study is undertaken by using purposive sampling by selecting a specific manufacturing units, company managers, group of individuals who take keen interest in studying synergy realization formation, entrepreneurs. Snowball sampling also taken into consideration (referrals of managers). The probability sampling which include stratified sampling (such as industry sectors- healthcare, FMCG, etc.) and randomly selected companies were adopted.

Population: The study focused to the people who are marketers, mid sized and large sized firms.

Sample Frame: Managers from different brands and owners of firms, online directory of manufacturing units.

Sampling Technique: This study used purposive and snowball sampling, which are non-probability sampling methods. Stratified sampling was used to analyze randomly chosen firms experiences.

Sampling size: This study comprise of 203 business (working professionals), and digital marketers.

Tools used for Data Collection: We used both primary and secondary data to gather comprehensive insights. i) Primary data: data on the topic is acquired directly by interacting with the people by using structured survey method. ii) Secondary data: The secondary data was acquired via existing sources of information, including publications.

Tool used for Data Analysis: Data was gathered via questionnaire. The survey questionnaire was structured along likert scale five point format. The coding used are: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly agree (5). The survey data comprises of 34 items. The questionnaire has been chosen because it made it easier to tabulate and analyze the data being collected. Additionally, correlation and regression will be used. Various tools like SPSS 29 have been used to do Cronbach's Alpha test (to examine reliability of questionnaire) test, Pearson Correlation and regression analysis was adopted.

- Cronbach's Alpha test- It measure internal consistency. This test assist to examine reliability of questionnaire.
- Pearson correlation and regression.

Results & Discussion

Results

We used a descriptive research design to delve into the details in executing the study using 203 purposefully identified respondents. Data research found a substantial correlation between compromise and dominating styles and employee performance outcomes; so we accept alternative hypothesis and other conflict strategies do not has significant impact on employee performance. Similarly, by analyzing other independent variables research indicates that accommodating, integrating, and avoiding styles do not significantly affect employee performance. So, we reject alternative hypothesis and accept null hypothesis. The independent variable substantially predicted employee performance $F(5, 197) = 300.823, p < 0.000$ which indicate that five factors under study have a significant influence on performance of employees. Moreover, the $R^2 = 0.884$ indicating that the model has 88% variance in employee performance. Cronbach Alpha test for reliability also employed to check reliability of questionnaire.

Cronbach reliability test

Table No. 1 Accomodating style

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.714	.726	4

The survey question consisted of 4 items and the value for Cronbach's Alpha for the survey was $\alpha = .714$

Table No. 2 Integrating Style

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.703	.747	5

The survey question consisted of 5 items and the value for Cronbach's Alpha for the survey was $\alpha = .703$

Table No. 3 Compromising Style

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.655	.749	5

The survey question consisted of 5 items and the value for Cronbach's Alpha for the survey was $\alpha = .655$

Table No. 4 Dominating Style

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.606	.769	5

The survey question consisted of 5 items and the value for Cronbach's Alpha for the survey was $\alpha = .606$

Table No. 5 Table No. 3.5 Avoiding Style

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.710	.802	5

The survey question consisted of 5 items and the value for Cronbach's Alpha for the survey was $\alpha = .710$

Table No. 6 Employee Performance

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	No. of Items
.701	.762	10

The survey question consisted of 10 items and the value for Cronbach's Alpha for the survey was $\alpha = .701$

Table No. 7 Cross tabulation 1

		Marital Status		
		Married	Unmarried	Total
Gender	Count	140	17	157
Male	Within Gender (%)	89.2%	10.8%	100.0%
	Marital Status (%)	76.9%	81.0%	77.3%
	Total (%)	69.0%	8.4%	77.3%
Female	Count	42	4	46
	Within Gender (%)	91.3%	8.7%	100.0%
	Marital Status (%)	23.1%	19.0%	22.7%
	Total (%)	20.7%	2.0%	22.7%
Total	Count	182	21	203
	Within Gender (%)	89.7%	10.3%	100.0%
	Marital Status (%)	100.0%	100.0%	100.0%
	Total (%)	89.7%	10.3%	100.0%

married working males and 81% unmarried working males who were entrepreneurs, some have just completed two years at their workplace. There are total 77.3% males who have responded about their opinions. There are 23.1% married working fe-

males and 19% unmarried working females who have responded according to their experience. There are total 22.7% females who have responded about their opinions.

Table No. 8 Cross tabulation 2

		Do you have conflicts in your organization?			
		Yes	No	Maybe	Total
Gender	Count	39	8	110	157
Male	Within Gender (%)	24.8%	5.1%	70.1%	100.0%
	Do you have conflicts in your organization (%)	76.5%	72.7%	78.0%	77.3%
	Total (%)	19.2%	3.9%	54.2%	77.3%
Female	Count	12	3	31	46
	Within Gender (%)	26.1%	6.5%	67.4%	100.0%
	Do you have conflicts in your organization (%)	23.5%	27.3%	22.0%	22.7%
	Total (%)	5.9%	1.5%	15.3%	22.7%
Total	Count	51	11	141	203
	Within Gender (%)	25.1%	5.4%	69.5%	100.0%
	Do you have conflicts in your organization (%)	100.0%	100.0%	100.0%	100.0%
	Total (%)	25.1%	5.4%	69.5%	100.0%

The survey found that 24.8% of male respondents believe there is a 76.5% possibility of conflict in their organization, whereas 5.1% believe there is a 72.7% chance of conflict not occurring. And 70.1% said maybe there are 78% chances that conflict occur in their organization. The survey

found that 26.1% of females believe there is a 23.5% possibility of conflict in their organization, whereas 6.5% believe there is a 27.3% chance of conflict not occurring. And 67.4% said there are 22% chances that maybe conflict exist in their organization.

Table No. 9 Cross tabulation 3

		How often does conflict occur in your department?			
		Monthl y	Every six month	Yearly	Total
Gender	Count	24	16	117	157
Male	Within Gender (%)	15.3%	10.2%	74.5%	100.0%
	How often does conflict occur in your department(%)	88.9%	76.2%	75.5%	77.3%
	Total (%)	11.8%	7.9%	57.6%	77.3%
Female	Count	3	5	38	46
	Within Gender (%)	6.5%	10.9%	82.6%	100.0%
	How often does conflict occur in your department (%)	11.1%	23.8%	24.5%	22.7%
	Total (%)	1.5%	2.5%	18.7%	22.7%
Total	Count	27	21	155	203
	Within Gender (%)	13.3%	10.3%	76.4%	100.0%
	How often does conflict occur in your department (%)	100.0%	100.0%	100.0%	100.0%
	Total (%)	13.3%	10.3%	76.4%	100.0%

According to 15.3% of males, there is an 88.9% likelihood that conflict will occur monthly in their in the department, 10.2% reported encountering conflict every six months, while 74.5% reported encountering conflict once a year. 6.5% of female employees report monthly disagreement in their

department, while 10.9% report that there are 23.8% chances that they encounter conflict every six months and 82.6% said that there are 24.5% chances that yearly conflict occur in their department.

Table No. 10 Cross tabulation 4

		What type of conflict exist in your organization?				
		Interpersonal	Intra group	Interg roup	Task/R ole	Total
Gender	Count	44	6	8	99	157
Male	Within Gender (%)	28.0%	3.8%	5.1%	63.1%	100.0%
	What type of conflict exist in your organization (%)	83.0%	60.0%	66.7%	77.3%	77.3%
	Total (%)	21.7%	3.0%	3.9%	48.8%	77.3%
Female	Count	9	4	4	29	46
	Within Gender (%)	19.6%	8.7%	8.7%	63.0%	100.0%
	What type of conflict exist in your organization (%)	17.0%	40.0%	33.3%	22.7%	22.7%
	Total (%)	4.4%	2.0%	2.0%	14.3%	22.7%
Total	Count	53	10	12	128	203
	Within Gender (%)	26.1%	4.9%	5.9%	63.1%	100.0%
	What type of conflict exist in your organization (%)	100.0%	100.0%	100.0%	100.0%	100.0%
	Total (%)	26.1%	4.9%	5.9%	63.1%	100.0%

There are 28% males said there are 83% chances they face interpersonal conflict in their organization; whereas 3.8% said there are 60% chances they face intra-group conflict in their organization; 5.1% said there are 66.7% chances they face intergroup conflict in their organization and 63.1% said there are 77.3% chances they face task type

of conflict. There are 19.6% females said there are 17% chances they face interpersonal conflict; 8.7% said there are 40% chances they face intra-group conflict in their organization; 8.7% said there are 33.3% chances they face intergroup conflict in their organization and 63% said there are 22.7% chances they face task type of conflict.

Table No. 11 Cross tabulation 5

		What make one avoid conflict?			
		Lack of confidence	Fear of victimization	Fear of separation	Total
Gender	Count	117	4	36	157
Male	Within Gender (%)	74.5%	2.5%	22.9%	100.0%
	What make one avoid conflict (%)	79.6%	57.1%	73.5%	77.3%
	Total (%)	57.6%	2.0%	17.7%	77.3%
Female	Count	30	3	13	46
	Within Gender (%)	65.2%	6.5%	28.3%	100.0%
	What make one avoid conflict(%)	20.4%	42.9%	26.5%	22.7%
	Total (%)	14.8%	1.5%	6.4%	22.7%
Total	Count	147	7	49	203
	Within Gender (%)	72.4%	3.4%	24.1%	100.0%
	What make one avoid conflict (%)	100.0%	100.0%	100.0%	100.0%
	Total (%)	72.4%	3.4%	24.1%	100.0%

In this table; we can see that the majority of males and females (74.5% and 65.2%, respectively) said that lack of confidence make one avoid conflict. There are 2.5% males face fear of victimization

and 6.5% females said that fear of victimization make them to avoid conflict. And greater proportion of females which is 28.3% said fear of separation than those 22.9% of males.

Table No. 12 Cross tabulation 6

		What type of management style does employees prefer?			
		Autocratic style	Democratic style	Laissez Faire	Total
Marital Status	Count	1	154	27	182
Married	Within Marital Status(%)	0.5%	84.6%	14.8%	100.0%
	What type of management style does employees prefer? (%)	50.0%	90.1%	90.0%	89.7%
	Total (%)	0.5%	75.9%	13.3%	89.7%
Unmarried	Count	1	17	3	21
	Within Marital Status (%)	4.8%	81.0%	14.3%	100.0%
	What type of management style does employees prefer?(%)	50.0%	9.9%	10.0%	10.3%
	Total (%)	0.5%	8.4%	1.5%	10.3%
Total	Count	2	171	30	203
	Within Marital Status(%)	1.0%	84.2%	14.8%	100.0%
	What type of management style does employees prefer? (%)	100.0%	100.0%	100.0%	100.0%
	Total (%)	1.0%	84.2%	14.8%	100.0%

There are 0.5% married employees are in favor of employing autocratic style and 4.8% unmarried employees are in favour of employing autocratic style. There are 84.6% married employees are in favour of employing democratic style and 81%

unmarried employees are in favour of employing democratic style. There are 14.8% married employees are in favour of employing Laissez faire than those 14.3% unmarried employees who in favor of employing Laissez faire.

Table No. 13

Hypothesis	Regression	Beta coefficient	R ²	F	t-value	p-value	Hypothesis supported
H1	ACPE	0.022	0.884	300.823	0.920	0.359	Not Supported
H2	ISPE	0.017	0.884	300.823	0.703	0.483	Not Supported
H3	CO.PEP	0.698	0.884	300.823	28.058	0.000	Supported
H4	DSPE	0.562	0.884	299.537	18.499	0.000	Supported
H5	ASPE	0.009	0.884	300.823	0.293	0.770	Not Supported

From above table we get to know that hypothesis 1 is not supported. As we can see that the p-value (0.359) is greater than 0.05, indicating that accommodating style has no significant influence on employee performance. So we disapprove this hypothesis. From hypothesis 2 we get to know that integrating style has no significant influence on employee performance. As we can see that p-value is more than 0.05 at 0.483. So we disapprove this hypothesis. From hypothesis 3 we get

to know that employee productivity/ performance is impacted by compromising style/ strategy. Moving forward to fourth hypothesis; we get to know that employee performance is impacted by dominating style/ strategy. From hypothesis 5 we get to know that employee performance is not much impacted by avoiding style. As we can see that p value is 0.770 which is more than 0.05. So we disapprove this hypothesis.

Table No. 14 Coefficient table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-.269	.124		-2.164	.032					
Accommodating style	.032	.034	.022	.920	.359	.000	.065	.022	.997	1.003

Integrating style	.013	.018	.017	.703	.483	.072	.050	.017	.969	1.032
Compromising style	.548	.020	.698	28.058	.000	.752	.894	.680	.949	1.054
Dominating style	.496	.027	.562	18.499	.000	.629	.797	.449	.637	1.571
Avoiding style	.007	.022	.009	.293	.770	.480	.021	.007	.618	1.617

Table No. 15 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	44.212	5	8.842	300.823	.000 ^b
Residual	5.791	197	.029		
Total	50.003	202			

- a. Dependent Variable: Employee performance
b. Predictors: (Constant), Avoiding style, Accomodating style, Integrating style, Compromising style, Dominating style

Table No. 16 Regression Model summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.940 ^a	.884	.881	.17145	.884	300.823	5		.000

- a. Predictors: (Constant), Avoiding style, Accomodating style, Integrating style, Compromising style, Dominating style
b. Dependent Variable: Employee performance.

From standardized beta coefficient, we can find that beta value of accommodating style is 0.022 which indicate that change in one standard deviation in X(accommodating style) variable by one unit is associated with change of $\hat{\alpha}$ standard deviation in Y(employee performance). The beta coefficient of integrating style is 0.017; we can find that change in one standard deviation in independent variable(integrating style) by one unit is associated with change of $\hat{\alpha}$ standard deviation in dependent variable (employee performance). The beta coefficient of compromising style is

0.698; we can find that change in one standard deviation in independent variable(compromising style) by one unit is associated with change of $\hat{\alpha}$ standard deviation in dependent variable (employee performance). The beta coefficient of dominating style is 0.562; we can find that change in one standard deviation in independent variable(dominating style) by one unit is associated with change of $\hat{\alpha}$ standard deviation in dependent variable (employee performance). The beta coefficient of avoiding style is 0.009 we can find that change in one standard deviation in in-

dependent variable (avoiding style) by one unit is associated with change in $\hat{\sigma}$ standard deviation of dependent variable (employee performance or productivity). The lack of correlation/ association between predictors and employee performance eliminates the possibility of multi-collinearity difficulties. Additionally, the coefficient table indicates that variance inflation components are not inflated. The ANOVA table shows that the independent variable strongly predicts employee performance $F(5, 197) = 300.823$. By dividing the sum of squares in the regression model by its degree of freedom, the mean square for the regression model is 8.842. Likewise, dividing the residual sum of squares by its degree of freedom yields the residual mean square, which comes out to be 0.029. This suggests that the regression model is statistically significant since there is a substantial difference in mean squares between the regression and residual models. From regression model sum-

mary results, we get to know that $r = 0.940$ which indicate a strong positive correlation between the variables. With a R square value is seen 0.884, the dependent variable may be expected to explain 88.4% of the variance seen in the independent variable. In this situation, a high R square value means that the model fits better to the data. The dependent variable model variability is explained by independent variables by 88.1%, according to the adjusted R square 0.881. The standard error of the estimate is 0.17145, which implies that smaller values suggest better fit. F change is 300.823, indicating that adding more predictors has resulted to an overall improving the model's fit.

The significance of change being 0.000 indicates a substantial improvement in the model. Furthermore, adding predictors to the model significantly enhances its fit. This statistical improvement is crucial for making accurate predictions and informed decisions.

Table No. 3.17 Pearson Correlation

	Mean	Std. Deviation	N
Employee performance	2.5296	.49753	203
Accommodating style	2.6808	.35176	203
Integrating style	2.3901	.67567	203
Compromising style	2.4404	.63444	203
Dominating style	2.6808	.56374	203
Avoiding style	2.5350	.68572	203

	Accommodating style	Integrating style	Compromising style	Dominating style	Avoiding style	Employee performance
Pearson Accommodating style	1	.003	-.045	.016	-.012	.000
Sig. (2-tailed)		.962	.525	.822	.868	.998
N	203	203	203	203	203	203
Pearson Integrating style	.003	1	.120	-.053	.076	.072
Sig. (2-tailed)			.089	.453	.284	.308
N	.962					

N		203	203	203	203	203	203
Pearson	Compromising						
Correlation style	Sig. (2-tailed)	-.045	.120	1	.089	.195**	.752**
		.525	.089		.205	.005	.000
N		203	203	203	203	203	203
Pearson	Correlation						
Dominating style	Sig. (2-tailed)	.016	-.053	.089	1	.594**	.629**
		.822	.453	.205		.000	.000
N		203	203	203	203	203	203
Pearson	Correlation						
Avoiding style	Sig. (2-tailed)	-.012	.076	.195**	.594**	1	.480**
		.868	.284	.005	.000		.000
N		203	203	203	203	203	203
Pearson	Correlation						
Employee performance	Sig. (2-tailed)	.000	.072	.752**	.629**	.480**	1
		.998	.308	.000	.000	.000	
N		203	203	203	203	203	203

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

DISCUSSION

The test of hypothesis one found no significant association between accommodating style and employee performance. To overcome dispute, employers and workers should set aside their egos and establish relationships and restore harmony is key to successful conflict resolution in the workplace. The research also looked at how integrating style affects employee performance or its efficiency. The descriptive statistics or data from responses depicted that respondents may prefer the style or strategy, particularly when it comes to preferring open communication to manage conflict; because nowadays not everybody wants to work to defeat the other party. Collaboration and open communication are essential for effective and productive work, and individuals are shifting their views accordingly. They may prefer to get what they want depending on the triggering event; as everyone be it subordinate or supervisors prioritizes their desire or interest above anything else. The respondents could be skeptical about the ability of opposing parties to truly exchange truth-

ful information during arguments which leads to doubt about the process but they value an open exchange of ideas or some prefer consensus-driven approaches to find common ground. Open communication should be encouraged; the approach should be decisive and uncooperative and issue should be acquired regarding conflict before making a decision. The test of hypothesis three found and depicts a substantial positive linkage between compromise style and employee efficiency as 126 employees agree that individuals prefer compromising when solving issues and taking part in solving issues mostly preferred than temporal solutions. Adequate information should be provided on a monthly basis regarding policies and procedures to solve issues. Cooperation between employers and workers is essential for dispute resolution. The results indicate that disputing parties accept the resolution made for them and accomplish little aside from what they desire (Simpao, 2013). Participation and open communi-

cation, frequent feedback are necessary which may be beneficial in boosting employee morale and working relationships. Those who exercise significant high levels of disagreements over task lead to deteriorating relation among employees and stressful situation. If more participation is there from the employee's or subordinate side in resolving issues like various sets of rules, procedures should be taken care of as the "art of doing first time" is less expensive than the cost of bearing future losses; to lessen the detrimental effect of conflict. According to Hellriegel, to increase learning and group outcomes; well-managed conflict benefits improve the efficacy of employee performance. The findings gained from hypothesis four demonstrate a moderately good relationship between dominating style and efficiency of employees as the correlation was 0.629. As majority of employees agree that this style involves speedy decision-making. When employees are unable to cooperate to finish a task, it impact relationships between employer and employees.

According to Myer and Larson; they emphasize and highlight procedure as a kind of conflict, stating that individuals frequently disagree on the best way to collaborate and if the process being offered is equitable. It should be addressed effectively and on a priority basis; otherwise leads to poor work performance. The finding in the agreement of Simpao (2013) found that style is fast and fair for speedy decision-making by 38.9% working professionals.

According to my study, individuals in this approach while handling disagreements seems to be forceful and not cooperating but not always according to some working professionals. Study also shows that parties can operate independently of one another and without concern for the other party. Conflict may arise over time when one side triumphs and the other gets dissatisfied, resulting in winners and losers and employees prefer working independently to defeat the opposing side. There is no major influence of avoiding style on efficiency of employees. The 74 respondents agreed with style involving withdrawing from the conflict, 99 strongly disagree with this fact 29 neutral and 1 disagreed with this fact. As indi-

viduals keep issues with themselves conflict arises after a while when issues are avoided. Participants are generally ambivalent on this approach. Colleagues and employees can effectively address conflicting matters by discussing in open forums. This will help them to minimize conflicting issues; by taking employees suggestion on the issues. Firms can practice this by keeping aside irrelevant issues; instead emphasize on building clear guidelines and making parties understand that open discussion assist everyone to come up with constructive ideas.

IMPLICATIONS & LIMITATIONS

IMPLICATIONS

Firms should teach staff on dispute resolution and management skills. This will broaden employee understanding of how management operates and help them understand how to handle such problems in the future. Instruction and assistance should include diverse forms of disputes, conflict resolution styles, and procedures for making final workplace decisions. Management should promote positive attitudes among personnel who do well, be ingenious and imaginative, and make sure their work is done effectively and efficiently. When the aforementioned is in place, employee conflict might decrease. In addition to it; while emphasizing on task/ relational conflicts people often argue about process by which they need to work together and whether that process is fair or equitable. The research claims that Mayo and Maslow assist employees in spotting that they would be more accessible if their particular needs were recognized and satisfied. Undoubtedly, this will save cost and time of firms. Compromising and dominating styles are more preferred in organization than avoiding, accommodating and integrating style after conducting primary study.

LIMITATIONS

The research is limited to the marketing organization and institutes employees in Gwalior region.

The study focuses solely on the impact of conflict management strategies and practices on employee performance, disregarding other potential determinants. Employee performance is impacted by several factors, thus the conclusions may not fully reflect their impact. The relationships between different independent factors and employee performance vary, thus their contributions cannot be equal. Furthermore, organizational or cultural constraints may make it difficult to put conflict management techniques into practice, which reduces their ability to improve worker performance. The study was restricted to gathering responses from marketing organizations and institutes due to time constraints and budgetary constraints. Therefore, before deciding which technique to use for the efficient management of the conflict, organizations should take the time to examine the source, nature, and intensity of the dispute.

CONCLUSION

The study aimed to determine how different dispute resolution techniques, employed by professionals in marketing and relate to one another. Regression and correlation analysis revealed a substantial association between the conflict management styles of dominating and compromising and their respective effects on employee performance. A substantial positive association was seen between the employee's compromising style and their performance at significant level 0.01 ($r=0.752$) and the relationship is strong, suggesting that the observed relationship will probably not to have arisen by chance.

There was a substantial positive association between avoiding and dominating style at significant level 0.01 ($r=0.594$) The relationship is moderate. There was a substantial beneficial association between dominating style and productivity of employee at significant level 0.01 ($r=0.629$) and the relationship is moderate. There was substantial positive association between employee performance and avoiding style at significant level 0.01 ($r=0.480$) and the relationship is moderate. The purpose of the study is to explore the linkage

among employee performance and compromise style. The results demonstrated that the approach is preferred by the respondents because it promotes involvement in the dispute resolution process and results in timely resolutions. Because the people in the group sometimes work together to resolve disputes, the style was perceived as a combination of assertiveness and cooperation. The style was unsatisfactory due to its drawbacks as well, such as the fact that people favored other styles over it and that in dispute resolution, little information is given, making it difficult to conclude. The study observe a high association between employee success and their willingness to compromise. The investigator intended to study how dominating factors impact employee performance. Our regression and correlation research revealed that the dominant style has a considerable influence on employee efficiency. The dominant style is competitive in nature which leads to confrontations between winners and losers, especially among those who are unsatisfied with their choices. It was perceived as an aggressive, uncooperative approach in which each person worked independently. However, the style—which calls for quick decision-making—is employed when there is a pressing need to decide on a matter. Consequently, the research discovered a correlation or linkage between style and employee efficiency/ productivity. The study aims to investigate the relationship between employee performance and avoidance behavior. The respondent's replies revealed their preference for style avoidance. The approach is favored because it entails removing oneself from the current argument, keeping matters private rather than airing grievances, and avoiding those who constantly disagree.

This is true because when the aforementioned actions are taken, interpersonal problems are avoided and rarely occur. The style has a negative aspect since, once problems are ignored, disputes usually resurface later on. Additionally, people who adopt this style are perceived as being weak and uncooperative, and they are less likely to collaborate and take part in the conflict resolution process. The research examined the influence of integrating style on performance of

employees, but found no significant association. The study likewise looked the consequence of accommodating style on employee performance, but found no link.

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