The Association Between Conflict Management Style and Organizational Commitment: A Case of Private University

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Abstract

Introduction: An organization is an institution in which many people work together for particular purpose like a government department (Surbhi, 2017). Organization is form from three component: man, material and money. Employees are main asset of any organization. Without employee no organization can run. In organization people belong from different background e.g. areas, education, language, race, religion, expertise. It is necessary employee should join organization with commitment. Organizational commitment is a form of individual behaviour showing the willingness of employees to fully contribute in the process of achieving organizational goals (Nazarudin, Arif et al. 2016). Organization commitment increase the organization output and growth. In organization where many people work together conflict arise due to many issues. If conflict is not properly manage it has great impact on organization commitment at level of individual group and university For example work disruptions, decreased productivity, project failure, absenteeism, turnover and termination. Bonds cited in his study (Crowley, 2013) that Gallup researcher found in 2012 that 52%of US employees felt emotionally depressed and separated from their job, 18% employee regularly show their sadness and unwillingness to their organization. Bonds also cited Hay group study that concluded 5% employee turnout rate increased annually. **Objective:** The objective of this study was to find association between conflict management style and organization commitment at private university of Lahore. **Methods:** A correlational research study was conducted in university of Lahore. Structured knowledge questionnaire delivered to the managerial member of university. The setting was involve all departments of university of Lahore. The target population was composed of managerial faculty who manage the department e.g. head of department, director, coordinator, manager, assistant manager, admin officer, assistant admin officer. Non Probability Purposive sampling technique was adopted. **Results:** The findings showed that management of university uses the five styles of conflict management, which are forcing, avoiding, cooperation, compromising and accommodating; the results indicated also that four of the five conflict management styles including cooperation, compromising, avoiding and accommodating were found to have positive relationship with organizational commitment at the levels of individual, group and university. **Conclusion:** It is concluded that management of university of Lahore mostly use forcing style to resolve conflict. There is positive relationship between conflict management style and organization commitment.

Keywords: Conflict, Conflict Management, Organization Commitment, university

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1. Introduction

An organization is an institution in which many people work together for particular purpose like a business entity or a government department (Surbhi, 2017). Organization consist three component: man, material and money. Employees are main asset of any organization. Without employee no organization can run. These workers belongs from different background, everyone has different views and nature, having different mentally integration. An organization is the platform for these people to work together as a team. When employee work together conflicts are occurred. "Conflict is a process of public collaboration containing strive over authority, assets, needs, views and other favorites (Al-Mamary, 2017).

Conflicts indicate disparity, disputes, and dissatisfaction. The situation when two or more gatherings are not standing on single point of view or not likeminded on a specific kind of circumstances. Conflict happens when nearby surrounding create a problematic state of affairs, opposing insights and affect preferred consequences, possible to disturb the relationship (Okoli et al. 2018). These approaches are used as conflict management styles which is proportion to organizational commitment and their goals. Association between these styles and organizational commitment are either in individual level, group level or either in organizational level as explained each.

Forcing is a self-assured and unhelpful method in which used authoritative force to compel somebody from creating conflict. This style can be used at times of difficulties and when it is compulsory to force over an issue that must be done rapidly because conflict predisposed the institute in numerous ways like declined employee satisfaction, disobedience, reduction in productivity, financial damage, destruction, and reduced performance. Moreover the study states that, if it manages appropriately and quickly, can promote for change and has a great

optimistic impression on individual, group or organization and also on their performance in a given organizational commitment and the research showed that most of the respondents were almost agree with this approach (Khaled, 2015).

Cooperating also known as win/win strategy in which open discussion of all the matters and worries along with investigation of alternate solution collaboratively discussed in a very flexible way. Furthermore the importance of this style is transparently seem to be included the opinions of others in which the satisfaction and courage both are built up in a sequential solution with a resultant change in organizational commitment goals (Ahmed, 2015).

Compromising also known as cooperative management style, which pursues approximately fulfilment for both gatherings. This approach is finest used as a preceding channel struggle as a partial possibilities, better than nothing for both gatherings. As name shows that whenever conflict rises both parties with pre-mind set compromises with each other as a consequential change to save the organizational commitment and further proceeding the status of organization. This method is used when mutual understanding developed in a given context (Khaled, 2015).

In Avoiding style manager avoids from conflicts that bring tension and frustration for organization. Management ignores matters which are not important to avoid conflict. Management avoids to discuss matters with those who have incompatible opinions. According to Lussier (2017) this style is neither dominant nor supportive but mostly people used this style who are emotionally disturbed from anxiety and frustrations of conflict. The style is often used when the potential significances of provoking the other party seem to compensate the benefit of resolving the conflict for the sake of institutional prolong commitment.

Accommodating is a supportive conflict management approach which pleases the other party's requirements but not your own to preserve the long-term relationship in a given organization or society. The cons for this approach is might be your personal desires did not achieve as having no assertiveness. As a result conflict might not be solved but inter-organizational interaction preserved for long time rather than your personal choices (Ahmed, 2015).

Conflict disturbs the Institute in numerous methods such as reduced employee satisfaction, disobedience, declined production, financial damage, destruction, and poor performance. If it succeeds appropriately, it can get facilitator for revolution and has a progressive impression on employee satisfaction and productivity of the organization. On the other hand, unmanaged conflict adversely influences both employee satisfaction and job performance. When organizational leaders pay no attention to workplace conflict, they conduct a communication that insufficient job performance and unsuitable conduct are acceptable (Awan and Saeed, 2015).

An attitude represent spirits of successes is said to be organizational commitment. Organizational commitment is emotional connection between organization and employees and it has three types: Affective, Normative, and Continuous (Andrew, 2017). These component is basis of organizational commitment. Affective commitment is the degree or level at which employees want to stay in organization. In normative commitment employees have morally feeling of guilt to leave their organization and fear about dangerous outcome for leaving organization. In continuance commitment the employees cannot leave the organization due to his or her loss. His loss is more than benefits. The main reasons is to stay in organization is deficiency of his\her job alternatives, and salary package (Werf, 2018).

Presently, no organization can perform well and maintain her growth without employee commitment and employees loyalty to the organizations objectives. Employee commitment plays a very important role in boosting the organizational performance (Tolera, 2018). Loyal employees make a bond with his organization and their performance creates better organizational outputs. If they sustain this emotional attachment with career, maintain good relationship with employees and organization. Then employees perform well and serve the organization in efficient manners. Furthermore, if commitment of work practices is high then performance will also high, labor productivity will increase and the quality of service will improve (Andrew, 2017).

In some cases organizational commitment may influence social and personal functioning of workers as well as effective functioning of organization. If employee commitment is low this is results from a negative psychological thought that can result when individuals perceive poor compatibility between themselves and their environment (Southcombe et al., 2015), which can result in staff turnover and attrition (Esther et al. 2018). Organizational commitment has a significant impact on several attitudes and behaviors of the employees such as intention to leave, punctual organizational citizenship behavior, attitudes towards organizational change and job performance (Jayarathna, 2016).

In this study organization commitment was measure at individual level, group level and university level. If individual is happy with his job and organization is satisfy with his commitment than he is loyal and faithful with organization goal. Organization was motivate and enhance his skills through capacity building.

1.1 SIGNIFICANCE OF THE STUDY

The study may be significant for the organization, study participants and professional because the findings of this

study give right information about the association between conflict handling style and organizational commitment among management of university of Lahore. On the behalf of this information policy maker and concerning authority can take sufficient measure and use motivation strategies through seminar, work shop and counselling etc. for reducing conflict and increase organizational commitment of employee. By doing this employee can improve their job performance which can ultimately increase organizational performance. Committed employs may provide quality of job service to organization which improve the repute and prestige of university.

The study finding may help the employees of university to cope with conflict by using strategies like discussion with management and lower staff which enhance their commitment. This action may reduce conflict occurrence and enhance the interest of employee in job performance.The finding of this study may provide information to investigator or researcher about the association between conflict management style and organizational commitment among faculty of private university of Lahore Pakistan.

1.2 CONCEPTUAL FRAMEWORK

This model of the research given by Abdul Fateh Farea Hussain. In this modal independent variables are conflict handling styles: Forcing, Cooperation, Compromising, Avoiding and Accommodating and dependent variable are organizational commitment: At individual level, group and university level (Hussein, Al-Mamary et al. 2017).
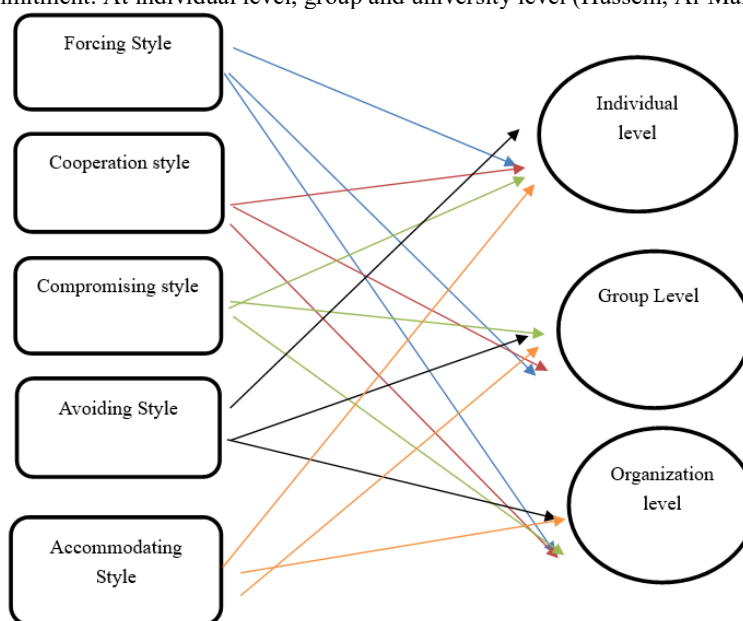

Figure 1: Conceptual framework

2. LITERATURE REVIEW

According to a latest study which was completed in 2017 at Sana'a University that conflict management styles are basically the skills which opened the ways to achieve the objective commitment because of multiple conflicts organization affected negatively e.g. decrease willingness of employees toward job, decline job satisfaction, reduces productivity of an organization, turnover, absenteeism, compromise quality and even organizational destruction but if the conflict are managed on time and properly by using these styles can lead to meet the goals and aims of an organization(Al-Mamary, 2017).

Forcing approach/style for conflict management to preserve organizational commitment as consequences indicated that around seventy percent of respondents were agreed that this management style is the most important in which high authorities used their power to implement the policies in conflict management centered way. Using of this approach avoid time consumption and implemented directly without any delay process with a resultant change in conflict management as well. Compelling immediate conclusions is sometime difficult to be adapted for both parties but in this case individual satisfaction does matter with reward system, autonomy and status (Al-Mamary, 2017).

Cooperative style of conflict resolving increase employee harmony and social value, but it decrease the creativity and innovation within organization. Cooperative approach for conflict management fulfil the opposite party demands ignor own benefits. One study result show that the use of cooperative style for conflict handling changes according to the nature of managers. Cooperative strategy is used mostly when the conflict partner is superior. One study concluded that employees are forced to accept the decision of their seniors and superior

because of formal and legitimate authority the seniors and boss (Kassim and Ibrahim 2014). Compromising, cooperating- and the quality of communication within work-groups, does not have direct effect on dysfunctional conflict (Ariani and Chashmi 2011). Study was conducted to evaluate the difference in the choosing of employees' conflict resolving strategies at job among various age groups and departments of organization. No difference was observed conflict handling strategies between upper and lower age group. Younger employees prefer compromising approach mostly than older employees (Chaudhry and Sajjad et al. 2011).

Organizational commitment is the individual's mental attachment to the organization and is perceived as employees' eager to contribute in organizational achievements feeling satisfied at work (Kassim and Ibrahim 2014). One study revealed that the workers are strongly committed to the organization by affective and normative commitment, while continuance commitment is less relevant (Siddiq, Takreem et al. 2016). The study revealed that employees who are highly committed to the organization have higher level of job satisfaction. It is concluded from the finding of the study that a caring and conducive work environment may play a vital role in creating organizational commitment among employees (Siddiq and Takreem et al. 2016).

Avoiding conflict management and individual loyalty is acceptable by various investigators who worried that this style mistreated the matters of others and has no assertiveness to the difficulties of group tangled in conflict. Research study concluded that the avoiding style is supposed to be unproductive and unsuitable. The association between avoiding style and organizational Commitment is less positive. The study also highlighted that this approach hurt the relationship in group rather than to commit. Another study conducted in university show that the teachers mostly used the avoiding conflict handling style. Moreover, professors and associate professors practice compromising conflict resolving style. But the assistant professor prefer the accommodating style and lecturers used the avoiding style to resolve conflict. Females mostly use avoiding conflict handling style than males (Yasin and Khalid 2015).

Accommodating approach is a constructive approach for conflict management which is elaborated by Friedman. If this approach is being recommended for conflict management tool the stronger relation will remain and moreover the study revealed that this approach is longer effects than other as this conflict style is valid and reliable as used consistently and frequently by leaders and had same outcomes (Hussein, 2017).

It has been concluded that accommodating conflict management has a positive relationship with organizational commitment in different way e.g. individual, group and organization. A study was conducting by Yuan and the findings stated that this management style is cooperative and has little concern for own and greater concern for other as to preserve the relationship forever and long lasting. Therefore one must need to pleased other and save the relationship with other in an integrating tendency in which others feelings are centered (Fatah, 2017).

3. MATERIAL AND METHODS

Study Design: A descriptive correlational study design was used.

Settings: Study was conducted in Private University of Lahore Pakistan.

Duration of Study: Study duration was completed in 4month from February 2019 to May 2019.

Target population: The target population for this study was managerial faculty from all departments of university includes various types of respondents, e.g. male, female, head of departments, managers, assistant managers, coordinator, director, admin officer, assistant admin officers. The target population was selected based on availability.

Sample Size: 114 sample size was taken from whole population of 160 managerial post of all department of university of Lahore. Sample size was calculated from formula **n=N/1+ (N) (E)**

Sampling Technique: Convenient sampling technique was employed.

Inclusion Criteria: All managerial employees of university of Lahore who were willing to participate in study was inducted in this study.

Exclusion Criteria: Employees who were not willing to participate and who were not involve in managerial function were excluded from the study

Instrument Scale: Questionnaires was adopted for examining the relationship between conflict management styles (forcing, cooperation, compromising, avoiding and accommodating) and organizational commitment at the levels of individual, group and university, at private university.

DATA COLLECTION PROCEDURE

Questionnaires was distributed to employees who were interested to participate in this study. The main purpose was to know the association between conflict handling styles and organizational commitment. Questionnaire was consist three section, first section included demographic data, b section included conflict management style, and c section included organization commitment scale.

EITHICAL CONSIDERATION

Data was collected after the permission of employees.

RESULTS

The first part showed demographic data and the second part showed data analysis.

Variable	Category	Frequency	Percentage
Gender	Male	70	70.2
	Female	34	29.2
Marital Status	Single	45	39.5
	Married	69	69.5
Age	20-25	12	10.5
	26-30	32	28.1
	31—40	46	40.4
	More than 40	24	21.1
Qualification	Bachelor	21	18.4
	Master Degree	26	22.8
	M.Phil.	36	31.6
	PhD	19	16.7
	Post Doctorate	12	10.5
Work experience	1-5	45	39.5
	5-10	35	30.7
	10-15	20	17.7
	More than 15	14	12.3
Job Position	HOD	16	14
	Coordinator	16	14
	Managers	28	24
	Admin Officer	54	47

Table 1 showed the demographic data in frequencies (f) and percentages (%) included gender, age, marital status, qualification, employment status, job position and work experience, of the respondents who were actively participated in the study. The table also showed the total number (N) which was the sample size for the study.

The relationship between conflict management styles on individual commitment, group commitment and university commitment

Correlation analysis

TABLE 2

Conflict Management Styles		Individual	Group	University
Forcing	Pearson	.935	.855	.948
	(2-tailed)	.000	.000	.000
	N	114	114	114
Cooperation	Pearson	.993	.963	1.000
	(2-tailed)	.000	.000	.000
	N	114	114	114
Compromising	Pearson	1.000	.955	.993
	(2-tailed)	.000	.000	.000
	N	114	114	114
Avoiding	Pearson	.955	1.000	.963
	(2-tailed)	.000	.000	.000
	N	114	114	114
Accommodating	Pearson	.873	.877	.884
	2-tailed	.000	.000	.000
	N	114	114	114

This test was statistically done on SPSS which is correlation among dependent variables and independent variable. Conflict management styles are selected for this study as independent variables including (Forcing, Cooperation, Compromising, accommodating and avoiding). Moreover the dependent variables are Individual commitment, group and university commitment. Furthermore association between these variables are relatively correlate statistically as the values of Pearson correlation are given in the table. The researcher stated that if this correlation is nearer to the value of 1.0 then we can say that the association are relatively positive and if the association among the variables are relatively negative then value must be -1.0. Therefore these conflict management styles has positive relationship on individual commitment.

1) Forcing style has positive relationship on individual, group and university commitment as the Pearsons correlation are ± 0.935, and ± 0.855 and ± 0.948 The P value is close to 1, so according to this test this independent variable has positive relationship with these three dependent variables.

2) Cooperation style has positive relationship on organizational at individual, group and university level as the P value for individual level is ± 0.993, ± 0.963 for group level and the 1.0 is for university level. Moreover there is highly positive relationship of cooperation style at university level.

3) Compromising style which is statistically correlate as an independent variable with dependent variable individual and P value is 1.00, which is highly correlation and ± 0.955 for group commitment and ± 0.993 is for university level. These correlation is considered to be highly correlate with organizational commitment as the P value is indicated.

4) Avoiding style used as an independent variable and correlation is also positive with organizational commitment is P value indicated ± 0.955 for individual level, 1.00 for group level and ± 0.963 is for university level. So according to this analysis the relationship of this style is highly correlate with group commitment.

Accommodating style has moderately high correlation with individual commitment, group commitment and university commitment as the P values indicated ±0.873, ±0.877 and ± 0.884.

DISCUSSION

Forcing Style and Organizational Commitment: The respondents were almost agreed that this management style is used for conflict management and has positive association with organizational commitment but having pressure of multidisciplinary pressure on organization as every organization wants to be avoided conflict and immediate actions that neither conflict create nor compromised their commitment. Furthermore when the organization take on the spot decision followed by this management style is most likely to be susceptible for violence because this style created prejudice among another party which is further lead to conflict. Moreover this style has highly positive relation with university commitment but for individual and group commitment is not much more than this. According to a study findings which was completed in London on the same topic that this style has negative affect on individual commitment and group commitment within organization.

Cooperation style and organization commitment: The study finding showed that this style is appreciated as 60-70% respondents were comfortable with this style as this style built understanding and integration among them and also has positive association with organization commitment. Furthermore the correlation statistics showed that this style has great role for university commitment as the P value is 1.00 at university. According to a study Gross & Guerrero this style is the source of ethical growth as this style preserved self-satisfaction and other effectiveness.

Compromising style and organization commitment: This style is more reliable in group commitment and individual's commitment as the respondent showed interest at these two level on the basis of their response and analysis. Compromising style which is statistically correlate as an independent variable with dependent variable individual and P value is 1.00, which is highly correlation and ± 0.955 for group commitment and ± 0.993 is for university level. These correlation is considered to be highly correlate with organizational commitment as the P value is indicated. The study of Dobkin and Pace emphasized that this style enhance the workers capability to work as a team and inspire from each other. Another study of Rahim et al. that this style opened the way for each other to hold each other as a fist as they compromised and conflict creation chances become decrease.

Avoiding style and organizational commitment: The respondents were almost agreed that organizational commitment and avoiding style has low positive relation and the second thing is avoiding style used as an independent variable and correlation is also positive with organizational commitment as P value indicated ± 0.955 for individual level, 1.00 for group level and ± 0.963 is for university level. So according to this analysis the relationship of this style is highly correlate with group commitment. According to Song et.al concluded that this style is ineffective and inappropriate as they had low positive association with organization commitment.

Accommodating style and organization commitment: Accommodating style has moderately high correlation with individual commitment, group commitment and university commitment as the P values indicated ±0.873, ±0.877 and ± 0.884. Furthermore Friedman et al also emphasized that this style decreases the personal tendency toward conflict and preserved the relationship among workers in a given context and same study of Rahim's this style is valid for managers to manage conflict.

CONCLUSION

The study completed at University of Lahore, Pakistan on "To determine the relationship between conflict management styles and organizational commitment" so for the study completion sample size withdrawn among university employees who were on managerial post and had exposure to management level was questioned though questionnaire that was Likert scale. Conflict management styles including forcing, cooperation, compromising, avoiding and accommodation) were independent variable and organizational commitment (individual, group and university) were dependent variable. For the correlation and other statistics SPSS 21 version were used to analyze the data accordingly. All the required test for data analysis were sort out to reach the finding and find out the statistics what was the relationship between them. Moreover the study findings showed that all the conflict management styles including cooperation, compromising, avoiding and accommodation have positive correlation

with organizational commitment at individual level, group level and university level but forcing is figured out low positive as the P value was categorized as less positive on individual level.

Recommendations:

Organization should maintain the standard operating policies for conflict management and should apply accordingly as per requirement of a given situation. The managers should train in such a way that preferably managed the conflict through cooperation style or compromising style as these style built up mutual understanding between employees and had positive impact on organizational commitment. The application of each style is depending on situation but standard operation policies should be centered in a given context.

The quality of organization is maintained in such a way where employee's retention and job satisfaction are met and less conflict created. The stress and pressure create personal as well as organizational loss. The conflicts can be lead to further destruction if not manage properly on time so the recommendations are made on the basis of respondents what they respond to each question and this is quite important that it's not only for origination, it is also for employees to keep the context according to standard operating policies.

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