Volume 18 Issue 13
Originally issued as A4



Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Exploring the Relationship between Conflict Management Style and Organizational Performance: An Empirical Study in the Organizations of Bangladesh

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Abstract- Conflict originally meant to strike at another, to fight with an enemy or to battle against an opposing force. Today, it also means to be antagonistic towards others or to be in sharp disagreement with others. Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior. It can be intense, and it is usually unpleasant. The issues can be cultural, social, political or economic in nature. They can be at individual, community, national or international level. The main goal of this study is to examine the relationships between conflict management and organizational performance (OP). One potential clarification for the conflicting findings is that earlier studies did not investigate the factors that may have a positive effect on the relationships between Conflict Management Style (CMS) and Organizational Performance (OP). To analyze the conflict management from a wider perspective, the present study model includes four antecedents' factors (management facilitation, creativity and innovation, decent environment and intrinsic rewards) which are hypothesized to lead to the practices of CMS and OP as a dependent factor.

Keywords: conflict management (CM), conflict management style (CMS), organizational performance (OP), principal component analysis (PCA).

GJMBR-A Classification: JEL Code: M10



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Exploring the Relationship between Conflict Management Style and Organizational Performance: An Empirical Study in the Organizations of Bangladesh

Md. Abu Taher [α] & Kamol Gomes [σ]

Abstract- Conflict originally meant to strike at another, to fight with an enemy or to battle against an opposing force. Today, it also means to be antagonistic towards others or to be in sharp disagreement with others. Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior. It can be intense, and it is usually unpleasant. The issues can be cultural, social, political or economic in nature. They can be at individual, community, national or international level. The main goal of this study is to examine the relationships between conflict management and organizational performance (OP). One potential clarification for the conflicting findings is that earlier studies did not investigate the factors that may have a positive effect on the relationships between Conflict Management Style (CMS) and Organizational Performance (OP). To analyze the conflict management from a wider perspective, the present study model includes four antecedents' factors (management facilitation, creativity and innovation, decent environment and intrinsic rewards) which are hypothesized to lead to the practices of CMS and OP as a dependent factor. Finally, the study will explore the positive relationship among the antecedents' factors, CMS and OP. The results of this study bring insight into the conflict of different opinions as valuable sources of cross-fertilization for developing new idea in handling conflict. The findings also support that management facilitation, creativity and innovation, decent environment and intrinsic rewards ultimately help to develop effective mechanism for managing conflict and also to establish healthier OP at workplace.

Keywords: conflict management (CM), conflict management style (CMS), organizational performance (OP), principal component analysis (PCA).

I. Prelude

Unfortunately, Conflict is a constant in the world. From the largest affairs of international politics to the everyday matters of work and family, conflict between individuals is a regular phenomenon. The workplace is a site of immense social interactions. This is layered into relationships be it formal, informal, collegial or even friendship–based, are hierarchical structures of reporting relationships, supervision and authority (Leung, Tiosvold, D., Hui, C., & Yu, Z. 1998). Human relationships go hand in hand with the carrying out of work processes. Clearly, some form of conflict is likely to emerge in the operation of such complex structures. Workplace conflict takes many shapes and forms. Conflict in the workplace is as much about dissention over management authority as it is about individual interaction. Resolving these conflicts, whilst being a responsibility of supervisors and managers, often involves human resources (HR) managers (Gerami, 2009; Conbere, 2001).

Everywhere in the society or even in our daily life, we face conflicts. Conflict may arise within the individual or two or more individual or among the group or even between organizations (Nabatchi & Bingham, 2007). Therefore, conflict exists within all the organizations, even in society as a whole. Conflict abounds in human relations. In a time of conflict people often do not know how to help them or, if they know, are so caught up in it that they find themselves to be ineffective. What can we do in the light of this situation? A great deal, as it turns out. There are many ways to respond and resolve conflict constructively. Conflict arises from differences in outlook, opinions and values with regard to those specific issues. That is the organization believes that when conflict arises among the employees that leads to considerable positive effect to the organization like competition. Conflict may also affect profitability and survival of the organization. As individuals, we seek ways to resolve disputes to make life easier and also to help us get our own way. As a result, a body of knowledge has developed relating to conflict resolution.

a) Related Literature

Conflict is a natural and normal phenomenon in all spheres of life. It is an unavoidable component of human activity (Messman & Mikesell, 2000; Gerami, 2009) that may be viewed as a situation in which the concerns of two or more individuals appear to be incompatible (Thomas, 1976; Pruitt & Rubia, 1986;

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Putnam & Poole, 1987; Rhoades, 1999; Darling & Fogliasso, 1999), and which tends to occur when individuals or groups perceive that others are preventing them from attaining their goals. More broadly speaking, conflict is an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities i.e. individual, group, organization etc (Thomas, 1992; Rahim et al., 2002; Sander, 2009). Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior, as well as in case of conflict between employees and employers (Bisno,1998). Explicitly, as human beings interact in organizations, differing values and situations create tension and conflict (Darling & Walker, 2001; Stimec & Poitras, 2009).

There are three views on conflict-(1). The *traditionalists* think that conflict is harmful and so, it must be avoided; (2). The *Human Behavioralists* believe that conflict is natural and inevitable outcome in any group and organization; and (3). The *Interactionists* mention that conflict is not only a positive force but it is also an absolute necessity on the grounds that a harmonious, peaceful, tranquil and cooperative attitude among the employees is prone to becoming static, apathetic and nonresponsive to needs for change and innovation (Dreu & Van de Vliert, 1997).

In the 1930s and 1940s, conflict was viewed as an undesirable phenomenon. However, that *traditional view point* of conflict gave way to the *behavioral view point* of the 1960s in which conflict was seen as an inevitable fact of organizational life to be recognized and addressed, and the contemporary *interactionist view point,* in which, conflict is viewed as potentially useful to energize a company, points out problems and unifies a group (David K. Banner, 1995). The interactionist view does not propose that all conflicts support the group goals and also improve the OP. Available evidence suggests that functional (constructive) conflict can improve the quality of decision making by allowing all points, stimulate creativity among the employees/group members (Cosier & Schwenk, 1990; Jehn, 1994; Jehn & Mannix, 2001). Dysfunctional conflict develops conflicting goals, reduces group effectiveness and also hinders OP (Wall & Callister, 2003).

Today, every successful management depends heavily on an ability to handle conflict effectively, as Mintzberg (1975) observed over 35 years ago, when he said that every manager must spend a good part of his time responding to high-pressure disturbances and called that managerial role *the disturbance handler*, and Mc Shulskis (1996) reaffirmed with his findings that executives spend 18 percent of their time resolving employee personality clashes, while ten years before the time spent on employee mediation was half that amount. Thus, the foremost managerial task now-a-days became to create a climate where conflict is managed, not avoided (Bagshaw, 1998; Jarrett, 2009); and to permit conflict to serve a productive function (Phillips & Cheston, 1979). In other words, contemporary managers are called upon to resolve differences in priorities and preferences, and use conflict in a way that benefits their organizations (Friedman, Tidd, Currall, & Tsai, 2000).

b) Research Gap and Objective of the Study

It is essential to gather and organize conflict management-related research and concepts in a systematic manner and to link the research to practice from an organizational perspective. Although a relatively large amount of conflict management literature has accumulated, researchers identified no systematic review of peer–reviewed literature overall in this area. This research gap induces the researchers to undertake the present study. In this study, researchers use a systematic literature review process to determine the current state of scholarly literature on conflict management and third party mediation. This inquiry will potentially encourage HR professionals to add a new perspective to their scholarly thought, practice and research in this field. The main objective of the study is to examine the relationship between four important factors (Management facilitation, Creativity & Innovation, Decent environment, and Intrinsic rewards) and CMS practices which are essential for better performance, perpetual, survival, and growth of an organization.

c) Conflict Management Styles

The following figure (Fig.1) shows the five conflict management styles and their reclassification into problem solving and bargaining dimensions:

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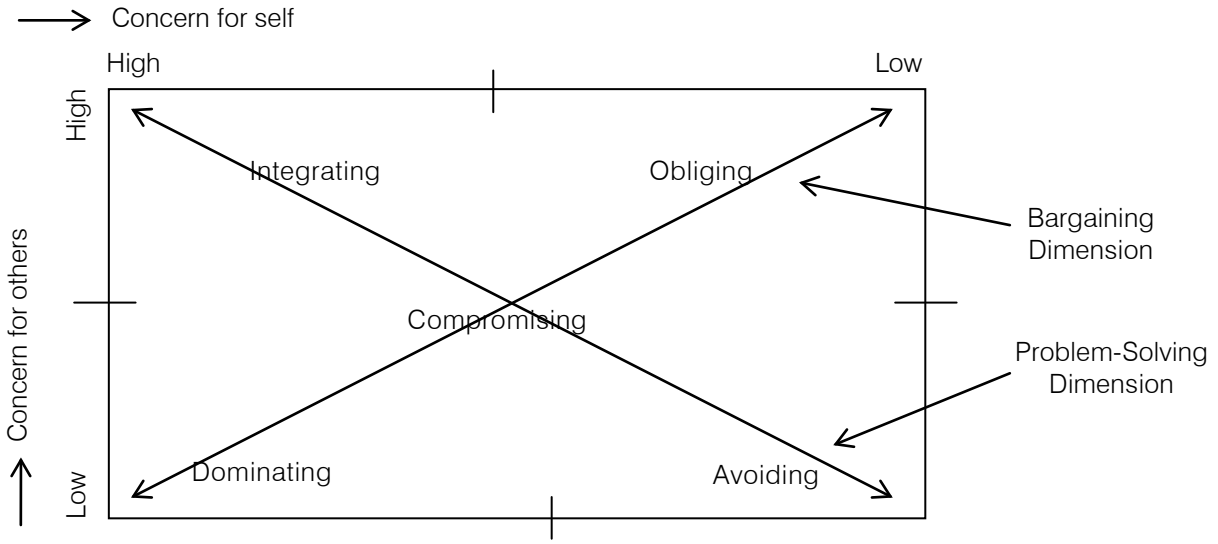


Fig.1: The Dual concern model (Adapted from Rahim *et al*., 2002)

The integrative dimension- integrating style minus avoiding style–represents a party's concern (high-low) for self and others. The distributive dimension- dominating style minus obliging style- represents a party's concern (high-low) for self or others. These two dimensions represent the problem solving and bargaining strategies for managing conflict respectively (Rahim, 2002). A problem solving strategy represents a party's pursuit of own and others' concerns, whereas the bargaining strategy represents a party's pursuit of own or others' concerns.

A *high-high use* of the problem solving strategy indicates attempts to increase the satisfaction of concerns of both the parties by finding acceptable solution to both the parties. A *low-low use* of this strategy indicates reduction of satisfaction of the concerns of both the parties as a result of their failure to confront and solve their problems. A positive score in the problem- solving scale indicates joint gains, but negative scores indicate losses for both parties. A *high-low use* of the bargaining strategy indicates attempts to obtain high satisfaction of concerns of self and providing low satisfaction of concerns to others. A *low-high use* of this strategy indicates attempts to obtain the opposite. A positive score in the bargaining scale indicates one's gain, but loss to the other party. A negative score indicates one's loss, but gain to the other party. Compromising is the point of intersection of the two dimensions, that is, a middle ground position where a party has an intermediate level of concerns for own and others.

Among the five conflict management styles, integrating, obliging and compromising are considered as "cooperative conflict management styles," and avoiding and dominating are considered as "uncooperative conflict management styles" (Rahim, Magner, & Shapiro, 2000; Song, Xie, & Dyer, 2000). Research studies found that cooperative conflict management styles yield more positive outcomes in the organization (such as encourages organizational innovativeness, improves quality decision in managing conflicts, better performance, and builds co-operation among the disputants), whereas uncooperative conflict management styles generally produce negative outcomes (such as poor performance, wasting of resources, lack of co-operation and group cohesiveness) (Blake & Mouton, 1964; Chan, Huang, & Man Ng, 2008; Dirks & Ferrin, 2002; Meyer, 2004; Rahim *et al*.,2002; Thomas & Kilmann,1974). Most of the western scholars on conflict management suggests that people tend to react more positively to cooperative conflict management styles and move negatively to uncooperative conflict management styles which in turn affects the organizational innovation and effectiveness (Chen, Liu, & Tjosvold, 2005; Rahim *et al*., 2000; Song *et al*., 2000). They also point out that conscious and deliberate effort to understand conflict, confronting and managing it with a positive attitude, will help a present day organization to achieve continuous improvement in its competitive edge.

d) Variables Affecting Conflict Management Styles and Organizational Performance

i. *Management Facilitation*

The style of managing conflict followed by top level manager is always based on situations which help the disputants to manage their conflict properly. Moreover, unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in organizational activities. So, managers have been committed to follow the appropriate style to manage conflict. Hence, it is hypothesized that the initiation and implementation of style of managing conflict in organization should start with management facilitation. This discussion leads to the following hypothesis.

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H_1: Management facilitation has a positive impact on conflict management style.

Conflicts have both positive and negative outcomes to the individual employees and the organization at large. If conflicts are not managed, it may affect the organization adversely in terms of poor performance, lack of co-operation, wasting of resources and productivity. Whereas, conflict has positive effect to the organization specially in building cooperation among the employees, increases productivity, encourages innovativeness and improves quality decisions. The indicators of organizational performance are long term profitability, growth rate of sales and revenue, social responsibility performance, employee's satisfaction and productivity, goodwill, and quality of goods or service (Khandwalla, 1977; Nirmalathrasan, 2010). The literature review revealed that Management facilitation and Organizational Performance relate positively to each other (Mach, Dolan & Tzafrir, 2010). Thus, it is hypothesized that as degree of management facilitation for conflict settled behind the scenes get higher, the higher organizational performance is achieved. This discussion suggests the following hypothesis.

H_2: Management facilitation has a positive impact on organizational performance.

ii. *Creativity and Innovation*

Human resources are to be considered as an important source of competitive advantage. They use their knowledge and skills to perform the job properly. Some studies (Jimenez & Sanz-Valle, 2011; Henry, 2009) also claim that managing conflict can be done by an effective use of human resources through exercising their knowledge. This knowledge exercise builds the spirit of teamwork and cooperation among the employees specially increasing the creativity and innovation in the organization. It has also been considered as a potential source to influence of other's behavior who are involved in conflict. This discussion leads to the formulation of the following hypothesis.

H_3: Creativity and innovation has a positive impact on conflict management style.

Generation of new idea is also considered as a creative force for the organization as well as the individual, because if we regard differences of opinion as valuable resources of cross–fertilization, their being to enrich the knowledge of human resources. Thus, conflict presents exciting possibilities about the future (if managed in a positive, constructive fashion), because different situations and relationships are said to be the ones that make human resource grow. Now-a- days every manager is called upon to manage their differences in priorities and preferences and use conflict in a way that benefits their organization (Hsu, 2007; Tjosvold, 2010). So, it is hypothesized that as degree of creativity through cross- fertilization of opinions gets higher, the higher organizational performance is achieved. The above discussion leads to the following hypothesis.

H_4: Creativity and innovation has a positive impact on organizational performance.

iii. *Decent Environment*

Decent environment in organization can helps to determine the appropriate style for managing conflict. Available literatures show that the best way to handle the conflicts is comprised of six steps-(1) describing the conflict situations to the other persons, (2) asking the other persons how he(she) sees the conflict situations, (3) responding the way the other person sees the situation,(4) jointly deciding how to solve the conflict,(5) making a commitment to manage the conflicts by summarizing action taken by each party to solve the conflicts, and (6) promising to be committed in future to continue managing conflict, which might arise. This discussion suggests the following hypothesis.

H_5: Decent environment has a positive impact on conflict management style.

The decent environment is positively associated with a number of desirable outcomes such as job satisfaction, commitment to the organization, individual performance and reduced stress levels (Nelson & Gunby, 2010; Thomas & Tymon, 1994). Moreover, the environment helps to develop knowledgeable human resources which constitute a bundle of unique benefits that are valuable, rare and inimitable for an organizational performance. But the human resources differ in their knowledge, skill, and capabilities. Proper guidance and coordination of human resources can ensure high level of organizational performance. Some studies (Youndt & Subramanian, 2005; Wright, 2005) mentioned that environment-friendly organization tends to have better performance and formulates effective strategy to mitigate the demands of fast–changing business environments. So, it is hypothesized that the degree of environment at workplace gets higher organizational performance. This discussion suggests the following hypothesis:

H_6: Decent environment has a positive impact on organizational performance.

iv. *Intrinsic Rewards*

There are mainly four styles found in intrinsic rewards that the self-management process involves: (i) Committing to a meaningful purpose (ii) Choosing the best way of fulfilling that purpose (iii) Making sure that one is performing work activities competently, and (iv) Making sure that one is making progress to achieving the purpose (Berrett-Koehler, 2009). These four judgments are the key factors in workers' assessments of the value and effectiveness of their efforts—and the contribution they are making. When positive, each of these judgments is accompanied by a positive

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emotional charge. These positive charges *are* the intrinsic rewards that employees get from work, ranging in size from quiet satisfaction. They are the reinforcements that keep employees actively self-managing and engaged in their work. This discussion suggests the following hypothesis.

H_7: Intrinsic rewards have a positive impact on conflict management style.

On the other hand, a system for motivating employees, such as, participative management which--through participation and job enlargement attempts to arouse intrinsic motivation appears to motivate effective performance, and at the same time it satisfies higher-order needs. The importance of the present non-contingent payment study is that money does not decrease intrinsic motivation if it is paid non-contingently. It is possible to pay workers and still have them intrinsically motivated. Hence, the writers favor the prescription that we concentrate on structuring situations and jobs to arouse intrinsic motivation, rather than trying to structure piece-rate and other contingency payment schemes. Thus, it is hypothesized that workers would be intrinsically motivated and would seek to satisfy their higher-order needs through effective performance. This discussion suggests the following hypothesis.

H_8: Intrinsic rewards have a positive impact on organizational performance.

It is also argued that this style produces superior outcomes with more openness, attain win –win situation through exchanging information, looking for the best alternative, and examination of differences to reach an effective solution acceptable to both parties (Al- Hamden, Shukri, & Anthoney, 2010; Wood & Bell, 2008). In-spite of them, it is very difficult to determine the appropriate style for managing conflict because conflict situations perceived by an individual may differ from each other. Moreover, there are some antecedent factors that have been affecting to follow the style for managing conflict within the organization. This discussion leads to following hypothesis:

H_9: Conflict Management Style has a positive impact on organizational performance.

II. Research Methods

This section describes study design, sample procedure and sample size, survey instrument, reliability and validity, data collection procedure and data analysis.

a) Study Design

The purpose of this study is to address the research questions about the causal relationship among antecedent factors with conflict management styles and organizational performance. A survey method is used to collect data for the study. Two phases of a pilot test was conducted with twenty individuals for the first phase and ten individuals who had minimum five years of experience in conflict management for the second phase in order to determine the clarity of the study questions. Generally, the data was collected via two rounds of email invitation to the selected respondents using their personal or organization email accounts. The principal component analysis (varimax rotation) is conducted to explain total variance and also determine the interrelationships among the factors/items.

b) Sample Procedure

First, contacts with the selected organizations were made via email and telephone. The purpose and general outline of the survey study is introduced. This contact included introducing the study and the researchers, the benefits of study participation, assurance of confidentiality and anonymity, and contact information of the researcher. A pilot test is conducted in two phases to clarify the survey questions, and to confirm the length of time to complete the survey. Two invitation emails to participants were employed to collect data from respondents. Follow-up phone calls were used for all respondents who had not returned the survey after three weeks of invitation.

c) Sample Size

The sample organization was drawn from a database related to industry provided by the Board of Investment (BOI) under the Ministry of Industry, Government of the People's Republic of Bangladesh (GOB). This database tracks overall manufacturing and service industries that employ over 50 people and provides full contact details. Based on stratified and random sampling, 20 manufacturing and service organizations from the private sector were selected as a sample for this study. Each organization was requested to provide 20 employees for this survey who are familiar with conflict management. Four hundred potential respondents are selected as a sample for this study. With an anticipated response rate of 70%, this will provide a probable response group of 280, sufficient for factor analysis with 34 items in the survey (8 per item). The ratio between the number of items and the number of respondents is suggested to be 1:5 (Bentler& Chou, 1987), 1:10 or 1:20 (Jackson, 2003). The establishment of 8 respondents per item (1:8) is the goal for the sample size in the present study.

d) Survey Instrument

The researchers go to comprehensive literature review to identify the key factors related to CMS and OP in order to prepare the survey instrument. Based on existing literature survey, discussion with some experts in relevant filed and pilot testing, 34 items were identified which were considered as the focal in this study. All items were measured using seven-point Likert-type style, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree) to rate their levels of agreement with the statement.

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e) Data Collection Procedure

The study was compiled with the help of secondary data and primary data. Secondary data was collected from published and unpublished materials in this field. For primary data collection, researchers contacted either directly or via mail with selected respondents. Contact was made via email and phone call with the purpose and general outline of the survey being introduced. The study was conducted from January 2017 to March 2017.

A test of non-response bias compared early respondents (survey instrument received within 6 weeks), later respondents (survey instrument received after reminder, that means after 6 weeks), and non-respondents (Armstrong & Overton, 1977; Lambert & Harrington, 1990). There are no significant differences between early and later respondents in term of organization size (t= .35; p= .72), industry sector (t=.28; p= .83), and level of conflict (t= .46; p= .70). Furthermore, respondents did not differ significantly from non-respondents in term of organization size (t=.88; p= .44) or industry sector (t= .12; p= .92). These test results indicate that non-response bias in this research does not threaten the validity of the findings.

The premise of this test is that either a single factor will emerge or one general factor will explain most of the variance. A PCA (with varimax rotation) and a Kaizer-Guttman criterion of Eigen values greater than 1.00 are carried out on all dependent and independent variables in order to determine the percentage of total variance. If the results show that no single factor emerged, nor did one general factor account for most of the variance, then it indicates that common methods bias may not be a serious problem in the data.

f) Reliability and Validity

Reliability of Data is important for any research. Cronbach's alphas or alpha coefficients are computed for all measures and each constructs and all five constructs combined in order to determine internal consistency. Cronbach's alphas greater than .70 are considered reliable (Kline, 2005).Face and content validation is assured through the use of expert researchers about the survey instrument. Construct validity is determined through the use of PCA, given that most of the questions in the instrument have never been used before.

g) Data Analysis

The collected data was tabulated, interpreted and simplified to achieve the research objective. All collected data has been analyzed into two stages. *First*, descriptive statistical analysis is conducted to determine the means, standard deviation, and correlations of all constructs in the survey instrument. *Second*, Principal Component Analysis (PCA) is used with orthogonal varimax rotation to extract factors from the 36 items in the study. It is the most frequently used method of factor extraction and attempts to reproduce the maximum variance in the sample data (Thompson, 2004). This study used the criteria suggested by Hair, Anderson, Tatham, and Black, (2005): (1) Factor loading equal to or above .5; (2) Eigen value equal to or above 1.00; (3) Results of the factor analysis explain at least 60% of the total variance. As a rule of thumb, the factor loadings greater than .30 are considered to meet the minimum level, .40 are considered important, and .50 or greater are considered very significant (Hair et al., 2005). But, in terms of the law of parsimony, only those factors with factor loadings .50 and above were considered significant (Pal & Bagi, 1987; Hair et al., 2005).Finally, the proposed hypotheses are examined by regression analysis and *t*-test. The regression analyses are used to describe the nature of the relationship between two variables and provide variance scores that can determine if the independent variable can accurately predict the dependent variable.

III. Analysis of Research Findings

The findings of the study have been discussed under the following heads.

a) Demography Profile

A total of 400 participants were invited to fill out a survey questionnaire, 280 responded anonymously and completed the survey questionnaire entirely for a response rate of 70%. Fifteen cases (out of 280) were identified as inadmissible and seventeen cases (out of 265) were incomplete; hence, they were removed from the final sample size. A sample of 248 complete cases was used for the present study. The item- respondent ratio employed for the study was (1: 6.1), and also exceeded the recommended sample size of 1:5 (Bentler& Chou, 1987) and even 1:10 (Jackson, 2003). Of those respondents, 87% were male and 13% were female. The mean age of respondents was 36 years (SD= 6.37). 12.62% of the respondents are single and 87.38% married. In terms of education, 13% completed high school, 47% had a college degree, and 40% had a university degree. The majority of the respondents (72.18%) had less than 10 years' work experiences (SD= 4.65). In terms of position, 52% held lower position, 28% were mid-level position and 20% held a higher position. Classification by job type was as follows: 42 % in human resources, 12% in marketing and sales, 21% in production, 8% in engineering, 10% in finance, and 9% others. The average number of employees in organization was 197.

Analyses regarding the nature of sample enterprises reveal the facts. From the analysis of collected data, it is found that out of the total sample enterprises 58.3 percent belong to service followed by 36.7 percent to manufacturing, and the rest 5.0 percent other enterprises (like construction, consultancy and so on).It is found that out of the total sample enterprises

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38.3 percent belong to large organization size followed by 36.7 percent to medium size, and the rest 25.0 percent small size.

In this section, an attempt has been made to give a comprehensive idea through analyzing the sample respondents regarding demographic characteristics. It is portrayed that 50.0 percent respondents' positions belong to senior manager, followed by 23.3 percent belong to government official and 21.7 percent having HR manager position. Rests of the respondents (5.0 percent) are trade union leader.

From the analysis it is clear that out of the sample entrepreneurs 35.0 percent are in the age group 41 to 50 years followed by 31.7 percent and 25.0 are within the age interval 31 to 40 years and 51 and above years respectively. While remaining 8.3 percent belong to the age group below 21-30 years.

Formal education has always been considered an important capital of an individual in building his or her occupational career. It is found that 70 percent respondents have graduate level education, followed by 16.7 percent having educational background under graduate level, 8.3 percent, 3.3 percent and 1.7 percent sample having educational qualification of technical diploma, HSC and SSC education respectively.

Work experience plays a vital role in promoting independent ventures. It provides the basic and required knowledge of the organization in which an individual is working. It gives necessary courage and confidence to start and run the unit. This experience creates confidence in the minds of the person, as well.

It is found that the highest number of respondents (35.0 percent) have an experience exceeding 20 years. 16.7 percent respondents have an experience of 15 to 19 years and 10-14 years, and 20.0 percent respondents having an experience of 05 to 09 years. While remaining (11.6 percent) respondents to the range of 01-04 years. It is also noticed that a substantial number of respondents have the experience.

Marital status is one of the fundamental elements in figuring out different aspects, visualizing drawbacks and appraising performance of enterprises. In data analysis, it has been shown that 83.4 percent of the sample respondents are married and having children; followed by 8.3 percent of respondents are single and married but having no children. It also further reveals that 91.7 percent of the sample respondents are married.

b) KMO Test

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is still another useful method to show the appropriateness of data for factor analysis. The KMO statistics varies between 0 and 1 recommending that values greater than 0.5 are acceptable. Between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are superb. In this regard KMO and Bartlett's test have been shown in table-1.

Table 1: KMO and Bartlett's test

Kaiser – Meyer- Olkin Measures of Sampling Adequacy		0.712
Bartlett's Test of Sphericity		
Approx.	Chi- Square	41.980
df		0.10
	Significance	0.000

Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

In this study, the value of KMO for overall matrix is .712, thereby indicating that the sample taken to process the factor analysis is statistically significant. Bartlett's test of sphericity (Barlett, 1950) is the third statistical test applied in the study for verifying its appropriateness. This test should be significant, i.e., having a significance value less than 0.5. In the present study, test value of Chi-Square 41.980 is highly significant (as also given in table-1) indicating that the data is appropriate for the factor analysis.

c) Mean, Standard Deviation and Correlation

Table 2: present the mean, standard deviation and correlations among the six constructs.

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Table 2: Mean, Standard deviation (∂) and correlations

Variables	Mean	∂	1	2	3	4	5	6
Management facilitation	5.26	1.62	(.86)					
Creativity & Innovation	5.17	1.35	.62*	(.85)				
Decent environment	4.63	1.27	.55*	.52*	(.72)			
Intrinsic rewards	5.15	1.18	.58*	.53*	.51*	(.75)		
Conflict management style	5.12	1.16	.60*	.57*	.52*	.50*	(.83)	
Organizational Performance	5.07	1.12	.67*	.61*	.48*	.50*	.47*	(.84)

Note: p < .001; N = 280: Cronbach alpha are reported on the diagonal within parenthesis.*
Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

All correlations indicated significant positive relationship (p<.01) among the constructs. The relationship between management facilitation and organizational performance was the highest (r=.67, p<.01), whereas the relationship between decent environment and organizational performance was comparatively lower (r= .48, p< .01). Cronbach's alpha for all measures exceeding .72(>.70, Kline, 2005) indicates that they were good constructs contributing to stronger internal consistency to the sample data. Although five items if deleted led to slightly lower Cronbach's alpha, they were not considered critical since their changes were small and the factors, which these five items loaded to, already had low 'alpha' values (<.70, Kline, 2005).

d) Principal Component Analysis (PCA)

The PCA was utilized for factor extraction and orthogonal technique was used for factor rotation. The communalities coefficients of the 34 items, except two (CMS12= .382; DE4=.396), are greater than .50 (>.30, Falk & Miller, 1992). The first run produced a five factor solution with eigen value greater than 1 (DE >1). These factors have accounted for 21.921%, 18.728%; 12.126%; 11.527%, and 10.4155 of variation with eigen value 3.412; 2.976; 2.107; 1.817; and 1.621 respectively. It indicates that five factors with eigen value greater than 1.00 explained 74.717% of the total variance. For further investigation of the PCA, the rotated factor matrix was used to examine the factors. As a rule of thumb, the factors loading greater than .30 are considered to meet the minimal level, .40 are considered significant and .50 and above are considered very significant (Hair et al., 2005). However, in terms of the law of parsimony, only those factors with loading .50 and above are considered significant (Hair et al., 2005; Pal & Bagi, 1987). Furthermore, six items (MF5, CI5, DE4, DE7, IR4 and CMS12) are (<.50) dropped from the analysis because of its low factor loadings and difficulty of interpretation. The final solution is presented in the following table.

Table 3: Factor analysis using varimax rotation

Items	Factor-1	Factor-2	Factor-3	Factor-4	Factor-5	Factor-6	*h2*
MF-1	.872						.821
MF-2	.816						.786
MF-3	.765						.691
MF-4	.807						.792
MF-5	**.436**						**.557**
CI-1		.835					.753
CI-2		.812					.731
CI-3		.781					.725
CI-4		.756					.692
CI-5		**.482**					**.527**
CI-6		.782					.673
DE-1			.782				.689
DE-2			.692				.612
DE-3			.621				.607
DE-4			**.442**				**.396**
DE-5			.667				.634
DE-6			.689				.565

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DE-7			.462				.517
IR-1				.786			.726
IR-2				.860			.815
IR-3				.655			.589
IR-4				.487			.451
CMS-1					.921		.815
CMS-2					.873		.767
CMS-3					.907		.783
CMS-4					.726		.764
CMS-5					.784		.702
CMS-6					.773		.678
CMS-7					.804		.723
CMS-8					.716		.676
CMS-9					.709		.681
CMS-10					.675		.679
CMS-11					.657		.612
CMS-12					.449		.382
OP-1						.851	.783
OP-2						.847	.761
OP-3						.776	.678
OP-4						.821	.752
OP-5						.752	.683
OP-6						.834	.712
Eigen value	3.412	2.976	2.107	1.985	1.817	1.621	
Percent of variance	21.921	18.728	12.126	11.341	11.527	10.415	
Total variance explained (%)	21.921	40.649	52.775	57.652	64.301	74.717	

Notes (i); h2 = Communalities estimates,(ii) Data has been compiled by the researchers, 2017
Source: Field survey, 2017

Table-3 indicates that the six factors contained 40 items (>.50). The first factor had four items (MF1, MF2, MF3, MF4). The factor loading values of the four items ranged from 0.765 to 0.872. These four items under the first factor were considered to be closely associated with one another. Based on common characteristics of the four items, the first factor was labeled as management facilitation. This factor explained 21.921% of the total variance with a reliability coefficient of 0.86 of the data. These findings indicated the construct validity of the management facilitation factor or instrument.

The second factor is represented by five items (CI-1, CI-2, CI-3, CI-4, CI-6) with factor loading ranging from .756 to .835. The five items under the second factor were closely related to one other in that they reflected individual commitment to creativity and innovation. Based on common features, the second factor was labeled as creativity and innovation. This factor also explained 18.728% of the total variance with a reliability coefficient of .85 of the data. These findings implied the reasonable construct validity of the creativity and innovation factor or instrument.

The third factor comprises of five items (DE1, DE2, DE3, DE5, DE6) with factor loading ranging from .621 to .782. These five items reflected decent environment related issues in organizations. Based on common characteristics of the items, the third factor was labeled as decent environment. This factor explained 12.126% of the total variance with a reliability coefficient of .72 in the data. These findings indicated the reasonable construct validity of the decent environment factor or instrument.

The fourth factor comprises of three items (IR1, IR2, IR3) with factor loading ranging from .655 to .860. These three items reflected intrinsic reward issues in organizations. Based on common characteristics of the items, the third factor was labeled as intrinsic reward. This factor explained 11.341% of the total variance with a reliability coefficient of .75 in the data. These findings indicated the reasonable construct validity of the intrinsic reward factor or instrument.

The fifth factor possessed eleven items (CMS1, CMS2, CS3, CMS4, CMS5, CMS6, CMS7, CMS8, CMS9, CMS10, CMS11). The factor loading of these items ranged from .657 to .921. The eleven items under fourth

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factor reflected the managing conflict issues in organizations. Based on characteristics, the fourth factor was labeled as conflict management style. This factor explained 11.527% of the total variance with a reliability coefficient of .83 of the data. These findings indicated the reasonable construct validity of the conflict management style factor or instrument.

The sixth factor contained six items (OP1, OP2, OP3, OP4, OP5, OP6). The factor loading of these items ranged from.752 to 0.851.These six items under fifth factor were considered closely associated with one another in that they reflected the performance issues in organizations. Based on these common characteristics of the items, the fifth factor was labeled as organizational performance. A variance of 10.415% was explained by this factor with a reliability coefficient of .84 in the data. These findings indicated the construct validity of the organization performance factor or instrument.

e) Correlation between Antecedent Factors and Behavioral Intention

To test the strengths and direction of the linear relationship between the variables, Pearson correlation was conducted. It is to be noted that correlation co-efficient below 0.30 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.00 is considered strong (Wong & Hiew). As per the result, all variables are found positively correlated with each other as hypothesized in the conceptual model. However, as suggested by Field (2005), researchers should be aware of multicollinearity problems, if correlation co-efficient goes beyond 0.80. As Table-4 reveals that all correlation co-efficient were less than 0.8; hence, it can be said that there was no multicollinearity problem in this study.

Table 4: Correlation between antecedent factors and behavioral intention

		MF	CI	DE	IR	CMS	OP
MF	Pearson Correlation	1	.389**	.444**	.148	.331*	.376**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
CI	Pearson Correlation	.389**	1	.423**	.270*	.295*	.389**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
DE	Pearson Correlation	.444**	.423**	1	.295*	.331*	.434**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
IR	Pearson Correlation	.148	.270*	.295*	1	.270*	.423**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
CMS	Pearson Correlation	.331*	.295*	.331*	.270*	1	.444**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
OP	Pearson Correlation	.376**	.389**	.434**	.423**	.444**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280

*Note: Data has been compiled by the researchers, 2017, **correlation is significant at 0.01 level (2-tailed)*
**correlation is significant at 0.05 level (2-tailed)*
Source: Field survey, 2017

f) Opinion of the Respondents regarding the Organizational Performance

In this section an attempts has been made to give a comprehensive idea through analyzing the sample enterprises regarding organizational performance. These analyses have been summarized below.

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Table 5: Opinion of the Respondents regarding the Organizational Performance

	Opinion Statements	Mean	Standard Deviation	t-value
1.	I think that profitability is essential to sustain the organization in long run.	6.19	0.704	60.868
2.	I am always trying to increase the sale & revenue of an organization.	6.13	0.606	70.046
3.	In order to achieve the aim of the organization, I pay more attention on employee satisfaction.	5.94	0.727	56.616
4.	I spend much time to increase the employees' productivity.	5.96	0.798	51.741
5.	I think that we take beneficiaries of social responsibility.	5.52	1.185	32.283
6.	I always try to create customer value.	6.08	.794	53.049

Note: Data has been compiled by the researchers, 2017
Source: Survey field, 2017

It is revealed from the Table-5 that the respondents of organization are satisfied with all opinions or statements. Further, the *t*-test values and their significance are shown in the Table-5. It is expressed that, there is statistically significant respondents' opinion in organizations.

g) Testing Hypotheses

In this section the hypothesis of the study has been tested, and, the results and their level of significance have been analyzed. The conclusions regarding hypotheses have been made in the following paragraphs:

H_1: Management facilitation has a positive impact on Conflict Management Style.

t-test (i.e., one sample test) is performed to test the strength of Management Facilitation (MF).

Table 6: One-Sample Test

Statements Regarding Management Facilitation	*t*	Sig. (2-tailed)
Managers are always co-operative to solve the conflict.	32.536	.000
Managers are very good at developing/maintaining relationship.	35.620	.000
Researcher needs to do their job well due to management support.	40.581	.000
Managers respond very quickly to any grievance matters.	26.506	.000
Researchers have considered conflict as a source of competitive advantages through cross fertilization of the opinion.	28.392	.000
Managing conflict ASAP ultimately help the organization to earn profits.	38.243	.000
Researcher does what should be done before he/she asks others to do them.	36.399	.000

Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

Table-6 indicates the t-values and its significance level. The *t-value* indicates that all variables determining to the CMS is significant. Therefore, hypothesis one is accepted.

H_2: Management facilitation has a positive impact on organizational performance

The association between the degrees of explicit knowledge sharing success is mediated by the quality of creativity and innovation (CI).

H_3: Creativity and Innovation has a positive impact on Conflict Management Style.

Table 7 shows the correlation analysis based on the relationship between degree of knowledge sharing and CI. This analysis was performed to test the strength and direction of the liner relationship between the variable.

Table 7: Correlations between knowledge sharing and creativity & innovation

	Knowledge sharing	Creativity & Innovation (CI)
Knowledge sharing	1	.295* (0.0989)
Creativity & Innovation	.295* (0.0989)	1

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2 tailed)*
Source: Field survey, 2017

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According to the study, there is a positive correlation between Conflict Management specially integrating style and its practices associated with creativity and innovation. The hypothesis which stated that there is positive association between knowledge sharing and creativity & innovation (CI) is supported.

H_4: Creativity and Innovation has a positive impact on organizational performance.

Correlation analysis is performed to test the strength and direction of the linear relationship between the variable [i.e., Conflict Management Style (CMS) specially integrating style and its practices and Decent Environment (DE)].

H_5: Decent environment has a positive impact on Conflict Management Style.

Table 8: Pearson Product-Moment Correlations between CMS and DE

	Conflict Management Style (CMS)	Decent Environment (DE)
Conflict Management Style	1	.331* (0.021)
Decent Environment	.331* (0.021)	1

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2-tailed).*
Source: Field survey, 2017

As per the results, there is a positive correlation between Conflict Management Style (CMS) and specially integrating style and its practices associated with Decent Environment (DE). The hypothesis, which stated that there is positive association between Conflict Management Style (CMS) and Decent Environment (DE), is supported.

H_6: Decent environment has a positive impact on Organizational Performance (OP).

A multiple regression analysis is performed to identify the predictors of organizational performance as conceptualized in the model. A step-wise variable selection is used in the regression analysis and Table 9 provides the summary measure of the model.

Table 9: Coefficients for predictors of organizational performance

Models	Unstandardized Coefficients		Standardized coefficients	t	Sig
	ß	Std. Error	Beta		
Constant	2.505	1.160	-	2.160	.036
Decent Environment	.475	.194	.339	2.446	.018

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2-tailed).*
Source: Field survey, 2017

In the above model, *t* value for Decent Environment (DE) is highly significant at 5 percent level with increasing level of decent environment. Hence, hypothesis- 6 is accepted.

H_7: Intrinsic rewards have a positive impact on Conflict Management Style.

The questionnaire consists of sections namely intrinsic reward and employee's performance. Dependent variable and descriptive correlation analysis has been used for data analysis.

Table 10: *t*-test Employees' performance over intrinsic rewards

Model	Standardized Coefficients	*t*	Sig
	Beta		
Career Advancement	.200	.977	.200
Recognition	.374	.698	.267
Learning opportunity	.427	.819	.236
Challenging Work	.671	1.566	.107

Note: Data has been compiled by the researchers, 2017 Dependent Variable: Employees' performance
Source: Field survey, 2017

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The *t*-test shows that there is a significant relation between extrinsic and intrinsic rewards and employee performance.

H_8: Intrinsic rewards have a positive impact on organizational performance.

The instruments developed by Khandwalla (1977) were employed to measure organizational performance. The scale reflected a range of performance measures and included long-run profitability, growth rate of sales and revenues, employees' satisfaction, employees' productivity, social responsibilities, and creating customer values (or service). Thus, there were six items used to measure organizational performance.

Management facilitation was measured by asking respondents a few questions about their involvement in conflict management. The six items related to creativity and innovation which were developed based on respondents' perceptions towards conflict management. This measure is grounded in the works of Miller (1988), and Nelson, Jaffbrice & Gunby (2010). Decent environment refers to surrounding factors that directly or indirectly affect activities at individual and organizational levels. This measure is grounded in the works of Calantone et al., (2002), Gupta and Govindarajan (2000), and Liebowitz (1999). Intrinsic rewards were measured by positive effect on employee-employer relations through creativity and innovation, decent environment and management facilitation that are affecting on organizational performance. The hypotheses which stated that there are positive associations with management facilitation, creativity and innovation, decent environment and intrinsic rewards are supported.

H_9: Conflict Management Style has a positive impact on organizational performance.

IV. Discussion

The study demonstrates the significant relationship between MF and the practices of conflict management styles (CMS). The empirical data of the study supports that MF ultimately helps to determine an appropriate style for managing conflict which in turn enhance organizational performance. Creativity is an important dimension for the exercise the CMS properly. The research finding also supports an organization in its pursuit of creativity outcomes. In the previous studies, the impact of creativity and innovation on the implementation of CMS has rarely been examined. This study results bring insight into the conflict between different opinions as valuable sources of cross-fertilization for developing new ideas and concepts in managing conflict. This study shows that decent environment at workplace has been playing a positive impact on organizational performance. In the previous studies, the importance of decent environment was emphasized, but its impact on CMS and organizational performance has not been thoroughly explored. This study uses wider range of indicators related to decent environment to measure the impact on organizational performance. It also provides a better mechanism by which CMS practices contribute to enhance organizational performance through maintaining decent environment at workplace. The findings shows that CMS practices tend to establish a decent environment in workplace which leads to better organizational performance. There are four factors included in the intrinsic rewards such as recognition, learning opportunity, challenging work, and career advancement. Among all of the four factors challenging work is a highly significant factor which affects employees' performance. Based on the result of the study, it is shown that only extrinsic or intrinsic rewards are not sufficient to motivate employee to perform work highly. There are four factors included in the intrinsic rewards such as recognition, learning opportunity, challenging work, and career advancement. Among all of the four factors, challenging work is a highly significant factor which affects employees' performance.

a) Implications

The result has some practical implications. *First,* the causal relationship among the antecedent factors (like management facilitation, creativity and innovation, decent environment and intrinsic reward), CMS, and organizational performance (OP) may provide a guideline to show how an organization should achieve good performance by using the best style for managing conflict. *Second*, organizations are advised to focus the important antecedent factors that are affecting the CMS practices which lead to organizational performance. *Third*, the hypothesized model in the study illustrated how CMS mediates influence of management facilitation, creativity and innovation, decent environment and intrinsic reward on organizational performance.

b) Limitations

The study has some limitations as well. *First*, the cross-sectional data did not allow a longitudinal investigation of the theoretical framework in this study. However, this study has opened up a new line of enquiry by examining the causal relationship between and among the antecedent factors, practices of CMS, and organizational performance. *Second*, the database used for selection of the respondents in this study may be influenced by common method bias. Several steps have been taken to select the samples from 20 organizations for reducing any common source (method) bias associated with research work. Moreover, the common source biasness was tested using the Hanman's approach suggested by Podsakoff, MacKensie, Lee and Podsakoff (2003) and Luthans, Zhu, and Avolio (2006) and the results suggesting that to some extent the common–source bias is present, but the effect is not a

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serious problem in the data. *Third*, this study relied on self- reported answers by employees who volunteered to participate. In self- reported data, there existed a possibility of difference between respondents' perception and actual performance. Moreover, the respondents might not be able to recall information accurately. However, this data collection method is usually accepted since a self- reported survey is considered as one of the most practical ways to represent individual attitudes and behaviors as well as to collect data (Nair, 2007). *Fourth,* the survey instrument may be developed based on extensive literature and discussion with experts in relevant field. *Fifth,* limitation is that this research was conducted exclusively in Bangladesh, and therefore, it may not be a representative one in terms of relationship in other emerging or developing countries. But, the sample size, dynamism, and growing importance of the conflict management, it may well constitute an important exemplar for causal relationship in other developing and emerging nations. In spite of some limitations, the present study opened up a new line of enquiry in this field for future research.

c) Directions towards Further Study

The future research is encouraged to follow this line of enquiry to bring more insight into how organizations should enhance their performance with managing conflict properly. Such research can also broaden the scope by investigating the relationships between antecedent factors and the practices of CMS. Moreover, the future research needs to identify the different dimensions/factors and also examine how they have an impact on organizational performance in broader perspective.

d) Conclusion

This study investigated the causal relationship between and among the antecedent factors (like management facilitation, creativity and innovation, decent environment and intrinsic rewards), conflict management style and organizational performance. It is evident that innovative behavior of employees is increasingly important to ensure better organizational performance in a competitive business environment. The empirical data analysis has shown that the integrating CMS mediates the influences of management facilitation, creativity and innovation, decent environment and intrinsic reward on organizational performance. The present study suggests that conflict, specifically functional conflict, can improve the quality of decision by allowing all ideas and concepts and stimulating creativity and innovation among the employees. It ultimately leads to increase the organizational performance in any society.

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