

The Role of Task, Relationship, and Process Conflicts in Shaping Employee Performance in Nepal's Commercial Bankst

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Abstract

This study aims to assess the impact of workplace disputes—specifically those related to tasks, relationships, and procedures—on the performance of workers at commercial banks in Nepal. The banking sector, characterized by hierarchical structures and intense environments, is particularly susceptible to various forms of conflict. A standardized questionnaire was administered to 200 respondents across different departments of commercial banks, employing a quantitative approach. Correlation and regression analyses were conducted using SPSS to investigate the relationship between workplace disagreements and employee performance. Results indicate that all three types of workplace conflicts—task, interpersonal, and process conflicts—significantly adversely affect employee performance. A moderately negative correlation was found between task conflict and performance ($r = -0.45$), suggesting that unresolved disagreements can hinder productivity despite potentially fostering discussion. Interpersonal conflict showed a considerable negative impact on performance ($B = -0.65$), indicating that strained relationships undermine team cohesion and morale. Process conflict significantly affected workflow efficiency ($F = 6.82$, $p = 0.005$). The study also revealed that employee experience moderates the relationship between task conflict and performance, with more experienced employees managing conflicts more effectively. These findings underscore the need for tailored conflict resolution strategies to mitigate the negative effects of workplace disputes.

Keywords: workplace conflict, employee performance, task conflict, relationship conflict, conflict management

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Introduction

By facilitating the provision of basic banking services to citizens, companies, and the state, Nepal's banking industry contributes significantly to the country's economic growth. Recent years have seen tremendous progress in the industry, thanks to initiatives to broaden access to banking services and the proliferation of commercial banks in both urban and rural areas (Nepal Rastra Bank,

2023). The present-day banking system in Nepal is supported by more than 50 microfinance institutions, 19 development banks, and 27 commercial banks (Nepal Rastra Bank, 2023).

The commercial banking business places a premium on employee performance since it has a direct impact on client happiness, operational efficiency, and the overall profitability of the organisation. Employees have a crucial role in

helping banks achieve their financial goals, manage client interactions, stay in line with regulations, and provide excellent service (Paudel & Devkota, 2021). The capacity of workers to perform at their utmost is critical for maintaining the development and stability of financial institutions in the long run, due to the intense competition in the banking business.

But workplace conflict has become a major issue for commercial banks, lowering morale, preventing cooperation, and decreasing production. Workplace conflicts may originate from a variety of places, including as differences in opinion about tasks, problems with interpersonal dynamics, or arguments over procedures (Rana et al., 2020; Mishra et al. 2021) Office disputes are common in Nepal's banking industry because of its hierarchical structure, performance expectations, and regulatory requirements (Gurung & Karki, 2020). Employee productivity, customer satisfaction, and the organization's capacity to function efficiently may all take a hit when these disagreements go unchecked (Mishra & Shah, 2021). Therefore, it is crucial to comprehend how various forms of workplace conflict, including task, interpersonal, and process disputes, affect job performance at commercial banks in Nepal. This research seeks to provide significant insights to managers and HR experts in the banking industry by identifying the main causes of conflict and investigating their impact on performance results. The goal is to improve organisational performance via better conflict management methods.

This research aims to examine the specific influences of task, interpersonal, and process conflicts on employee performance in Nepali commercial banks. The competitive and hierarchical characteristics of Nepal's banking industry often foster a climate conducive to unavoidable disputes (Rana et al., 2020). Task conflicts, stemming from disputes about work-related duties and objectives, may sometimes provide beneficial results such as enhanced decision-making and creativity when well handled (Jehn, 1995). Nonetheless, unresolved task conflicts might result in stress and diminished performance (De Dreu & C.K., 2003).

Conflicts in relationships, stemming from interpersonal tensions and emotional disparities, often have detrimental impacts on employee morale and team cohesiveness (Jehn & Mannix, 2001). Such disagreements are especially harmful in service-oriented industries such as banking, where cooperation and collaboration are crucial for maintaining superior customer service standards (Thapa & Shrestha, 2018). Process disputes arise when personnel dispute the techniques or procedures used to complete tasks, thereby disrupting workflow and diminishing operational efficiency (Jehn, 1997). In Nepal's heavily regulated banking sector, where compliance with established protocols is essential, process disputes may significantly detriment both staff performance and customer service results (Mishra & Shah, 2021). This research seeks to ascertain the distinct effects of these three conflict types on employee performance within Nepal's commercial banking industry. This study aims to elucidate how conflict management tactics may be customised to promote performance, increase employee happiness, and ultimately fortify organisational results in Nepali banks.

Problem Statement

Workplace conflict is a prevalent occurrence in organisational environments, and the banking industry in Nepal is similarly affected. Commercial banks function under a competitive and regulated framework, where workers often encounter high-pressure responsibilities, stringent protocols, and interpersonal interactions that might result in disputes. Although some conflicts, such task-related arguments, may be beneficial when handled properly, interpersonal and process conflicts are often more detrimental, possibly resulting in diminished employee performance, morale, and work satisfaction. Although it is acknowledged that workplace conflict considerably affects employee performance, there is a paucity of research examining the specific roles of task, relational, and process conflicts within the setting of commercial banks in Nepal. The interaction of these disputes with organisational structures and banking culture in Nepal, and its impact on employee performance,

remains little examined. This research aims to examine the impact of various workplace disputes on employee performance in commercial banks in Nepal and to provide techniques for successful conflict management.

Research Objective

The primary objective of this study is to investigate the impact of various types of workplace conflict—specifically task conflict, relationship conflict, and process conflict—on employee performance in commercial banks in Nepal. Additionally, the study aims to assess the moderating role of demographic factors, such as age, gender, and experience, in the relationship between workplace conflicts and employee performance. Furthermore, the research seeks to recommend effective conflict management strategies that can mitigate the negative effects of these conflicts on employee performance. By examining these aspects, this study aims to provide valuable insights for enhancing workplace dynamics and improving overall organizational performance in the banking sector.

Literature Review

Concept of Workplace Conflict

Behfar and Peterson (2021) examined the influence of workplace conflict on team dynamics, emphasising conflict resolution mechanisms within small groups. The document highlights that the character of conflict within teams may be either productive or detrimental, depending upon its management. The authors contend that understanding the nature of conflict and implementing suitable conflict resolution procedures are crucial for preserving team cohesiveness and enhancing performance. Jehn & Bendersky (2020) performed a theoretical examination of intragroup conflict, presenting a contingency framework that elucidates the effects of various workplace conflicts on group outcomes. The research emphasises the need for managers to comprehend the situational aspects that affect conflict outcomes inside groups, since certain disagreements may either foster innovation or result in adverse organisational consequences, contingent upon the setting. O'Neill

& McLarnon (2018) examined conflict dynamics in teams, offering ideas on optimising conflict for enhanced collaborative effectiveness. The research delineates three principal insights: task conflict may be advantageous when well managed, relationship conflict is generally harmful, and the efficacy of conflict management is augmented by team-building interventions that foster trust and facilitate open communication. De Wit et al. (2020) performed a meta-analysis to investigate the intricate linkages among several forms of intragroup conflict (task, relationship, and process) and their effects on team performance. The study concluded that while task conflict may be advantageous in some contexts, interpersonal and process conflicts are mostly detrimental, resulting in adverse effects on team cohesiveness and efficacy. Hinds & Mortensen (2020) examined the exacerbation of workplace conflict in geographically dispersed teams resulting from communication obstacles and an absence of a common identity. The research indicated that remote teams often encounter process and task disputes stemming from mismatched expectations and diminished informal contacts. Nevertheless, collaborative communication strategies and a strong team identity may alleviate these impacts.

Task Conflict

De Dreu and Beersma (2019) examined how well managed task conflict might improve problem-solving and creativity within organisational contexts. The research contends that task conflict highlights varied viewpoints, prompting teams to critically assess diverse ideas, thus enhancing decision-making. Nonetheless, it cautions that if job disagreement becomes personal or emotional, it may hinder productivity. Tekleab et al. (2020) investigated the influence of cognitive variety on task conflict. They contend that diverse problem-solving methodologies or skill sets among team members might result in task conflict, which may foster more inventive solutions. Cognitive variety may intensify conflict in the absence of shared objectives. The research emphasises the significance of conflict resolution techniques to effectively manage task conflict. Bradley, Postlethwaite, and Klotz (2019) investigated the

moderating effect of psychological safety in teams on the outcomes of task conflict. The authors discovered that in teams where members feel comfortable expressing divergent viewpoints, task conflict may enhance creativity and innovation. In contrast, teams with inadequate psychological safety often experience stress and decreased productivity due to task conflict. [Jiang et al. \(2019\)](#) examined the correlation between task conflict and team performance, emphasising the significance of cooperative aims. The research indicated that when teams pursue common objectives, task conflict may foster collaboration and result in enhanced performance. When objectives are mismatched, task conflict often leads to dissatisfaction and inefficiency. [Greer and Dannals \(2018\)](#) examined the influence of cognitive diversity on task conflict, emphasising that heterogeneous teams are more prone to encounter task conflict owing to varying viewpoints. The research suggests that cognitive variety may provide beneficial consequences when team members communicate well and pursue shared goals; but, it may also result in adverse effects if mismanaged.

Relationship Conflict

[Jehn and Mannix \(2020\)](#) investigated the influence of interpersonal conflict on team performance, emphasising the role of trust in alleviating its adverse consequences. The study revealed that elevated trust levels may mitigate the adverse impacts of relational conflict by fostering open communication and empathy among team members. In the absence of trust, conflicts within relationships dramatically diminish team effectiveness. [De Wit et al. \(2019\)](#) examined the moderating roles of relational trust and team identity on the impacts of interpersonal conflict. The research indicated that in teams characterised by robust identification and trust, interpersonal conflict has a diminished effect on overall performance. This study indicates that cultivating a strong team identity helps mitigate the adverse impacts of interpersonal conflict. [DeChurch and Marks \(2021\)](#) examined conflict resolution options for addressing interpersonal conflict, demonstrating that collaborative methods, including mediation

and negotiation, are more effective than avoidance or competition. The research indicated that interpersonal conflict resolution tactics emphasising relationship maintenance are more successful in sustaining team cohesiveness and performance. [Ayoko and Callan \(2019\)](#) examined the influence of emotional intelligence in alleviating the adverse effects of interpersonal conflict on employee well-being. The research indicated that people with elevated emotional intelligence are more adept at resolving relational disputes, leading to less stress and increased job satisfaction. Training in emotional intelligence is advisable for teams susceptible to interpersonal conflict. [Sonntag et al. \(2020\)](#) investigated the varying effects of interpersonal and job conflict on employee well-being. The research determined that interpersonal conflict adversely affects employee mental health and work satisfaction more significantly than task conflict. The authors propose that minimising interpersonal conflict should be a focus for organisations aiming to enhance employee well-being.

Process Conflict

[Jehn \(2017\)](#) offered a process-oriented viewpoint on organisational conflict, characterising process conflict as disputes on the processes or procedures used in task execution. The research indicates that process conflict often occurs due to uncertainty in roles and duties, and that resolving these conflicts requires clear communication and well-defined procedures. [De Wit et al. \(2017\)](#) conducted a comparison of task and process conflict, revealing that process conflict often results in more adverse consequences than task conflict, mostly owing to its interference with workflows and decision-making processes. The document underscores the need for organisations to prioritise process clarity to mitigate the probability of such disputes occurring. [Greer and Jehn \(2017\)](#) examined the impact of process conflict in dynamic teams, emphasising that such conflict often results in role ambiguity, hence diminishing team effectiveness. The authors assert that explicit job delineations and frequent team evaluations are essential for mitigating process conflict in dynamic settings. [Petrou et al. \(2018\)](#) examined the influence of

process clarity on alleviating the adverse impacts of process conflict. The study revealed that teams with well-defined processes and procedures are more adept at managing process conflict, resulting in enhanced workflows and superior overall performance. [Janssen and Van de Vliert \(2019\)](#) examined the impact of leadership behaviours on the settlement of process disagreement within teams. The research indicated that transformational leadership styles, characterised by clear communication and cooperation, are more successful in resolving process disputes than authoritarian leadership approaches.

Workplace Conflict in the Context of Nepal

[Thapa & Shrestha \(2018\)](#) examined relationship conflict in Nepali banks, indicating that interpersonal conflicts between workers and supervisors often arise owing to hierarchical organisational systems. The research indicated that interpersonal conflict significantly diminishes team cohesiveness and employee engagement, resulting in reduced performance within the banking industry. [Rana et al. \(2020\)](#) examined task conflict inside commercial banks in Nepal, finding that these conflicts often stem from disputes on objectives and resource distribution. The research indicates that task conflicts are prevalent in performance-oriented settings, and unresolved disputes may result in employee burnout and diminished work satisfaction. [Mishra and Shah \(2021\)](#) examined conflict management tactics in Nepali banks, revealing that banks using collaborative conflict resolution methods have elevated employee engagement and performance levels. The research underscores the need for institutional dispute resolution systems to address the high-pressure milieu of Nepali banks. [Bhandari and Pant \(2019\)](#) examined the effects of conflict resolution training within Nepal's banking industry. The research indicated that individuals who had formal training in conflict resolution exhibited enhanced capabilities in managing interpersonal and task-related disputes, resulting in higher performance and decreased turnover intentions. [Gurung and Karki \(2020\)](#) investigated the influence of leadership on the management of workplace

conflict in Nepali banks. The research indicated that transformational leaders, emphasising relationship cultivation and transparent communication, are more effective in dispute resolution and enhancing staff performance compared to those using a top-down, authoritarian style.

Methodology

Research Design

This study used a quantitative research approach to examine the influence of workplace conflicts (task, interpersonal, and process conflicts) on employee performance in Nepalese commercial banks. Quantitative research is selected due to its capacity for systematic collecting and analysis of numerical data, facilitating a clear comprehension of patterns and interactions among variables ([Creswell & Creswell, 2017](#)). This methodology allows the researcher to measure the magnitude of workplace conflict and its direct influence on employee performance using organised techniques like surveys and statistical analysis ([Bryman, 2016](#)). The quantitative technique enables the generalisation of results to the wider population of banking sector personnel, guaranteeing a rigorous and reproducible research.

Population and Sample

The study population comprises workers of commercial banks in Nepal. The overall population comprises personnel from several divisions (e.g., finance, customer service, operations) across numerous branches of designated commercial banks. A sample size of 200 respondents is chosen via a stratified random selection method to guarantee sufficient representation. This method segments the population into certain strata (e.g., management level, frontline personnel) to guarantee that the sample accurately represents the demographic and functional variety of the workforce in the banking industry. The sample size is set based on statistical principles for survey research, guaranteeing adequate power to identify significant associations between variables ([Cochran, 1977](#)).

Data Collection Methods

This research used a structured questionnaire as its principal data gathering approach. The questionnaire aims to assess many dimensions of workplace conflict (task, relational, and process disputes) as well as employee performance. The enquiries are derived from recognised metrics in previous studies (Jehn, 1995; De Dreu et al. 2003) and are modified for the banking industry in Nepal. The questionnaire comprises closed-ended questions using Likert scales and demographic enquiries to gather data on respondents' employment positions, experience, age, gender, and other pertinent attributes. The survey is administered both online and in-person to the chosen sample, guaranteeing a high response rate.

Variables

Independent Variables

Task Conflict. The degree to which disagreements occur over the content and goals of the tasks assigned to employees (Jehn, 1995).

Relationship Conflict. Interpersonal tensions and emotional conflicts between employees (Jehn & Mannix, 2001).

Process Conflict. Disagreements over how tasks should be carried out, including roles and responsibilities (Jehn, 1997).

Dependent Variable

Employee Performance. Measured by self-reported assessments of job performance, task completion, and overall contribution to team goals.

Results and Interpretations

Table 1

Correlation Between Task Conflict and Employee Performance

Variables	Mean	Std. Deviation	Correlation (r)	Significance (p-value)
Task Conflict (TC)	3.12	0.45	-0.45	0.002**
Employee Performance (EP)	4.10	0.60		

The correlation analysis between task conflict (TC) and employee performance (EP) shows a moderate negative correlation ($r = -0.45, p = 0.002$). This indicates that higher levels of task conflict are associated with lower employee performance in commercial banks. The negative correlation suggests that although task conflict may lead

Control Variables

Demographic Factors. Including age, gender, job experience, and education, which may influence the relationship between workplace conflict and employee performance.

Data Analysis Tools

The collected data will be analyzed using Statistical Package for the Social Sciences (SPSS). SPSS is widely used for managing and analyzing quantitative data, offering a range of statistical techniques suited to this study (Pallant, 2020). The following analyses will be conducted:

Descriptive statistics. To summarize the demographic characteristics of the respondents and the levels of workplace conflict and employee performance.

Correlation analysis. To examine the relationships between task, relationship, and process conflicts and employee performance.

Regression analysis. To assess the impact of workplace conflicts on employee performance, while controlling for demographic factors. Multiple regression models will be used to isolate the effects of each type of conflict on performance.

ANOVA (Analysis of Variance). To determine whether there are significant differences in the levels of workplace conflict and performance across different demographic groups (e.g., gender, experience level).

to differing views and discussions, it ultimately hinders overall performance when it escalates or is not well-managed. The p-value (0.002) is significant at the 0.01 level, implying a statistically significant relationship between task conflict and employee performance.

Table 2

Correlation Between Task Conflict and Employee Performance

Variables	B	Std. Error	Beta	t-value	Significance (p-value)
Constant	4.75	0.32		14.84	0.000
Relationship Conflict (RC)	-0.65	0.09	-0.50	-7.22	0.001**

or is not well-managed. The p-value (0.002) is significant at the 0.01 level, implying a statistically

significant relationship between task conflict and employee performance.

Table 3

ANOVA Analysis of Process Conflict and Workflow Efficiency

Source	Sum of Squares	df	Mean Square	F-value	Significance (p-value)
Between Groups	15.40	2	7.70	6.82	0.005**
Within Groups	65.12	197	0.33		
Total	80.52	199			

The ANOVA results indicate that there is a statistically significant difference in workflow efficiency across different levels of process conflict (F = 6.82, p = 0.005). The p-value is significant at the 0.01 level, suggesting that process conflict significantly affects operational performance in the banking sector. As process conflicts involve disagreements over procedures, roles, and

responsibilities, this finding highlights that higher levels of process conflict can severely disrupt workflow and reduce the efficiency of banking operations.

Identifying the Moderating Role of Demographic Factors (e.g., Age, Gender, Experience) in the Relationship Between Workplace Conflicts and Employee Performance

Table 4

Moderation Effect of Experience on Task Conflict and Employee Performance

Variables	B	Std. Error	Beta	t-value	Significance (p-value)
Task Conflict (TC)	-0.30	0.10	-0.30	-3.00	0.004**
Experience (Moderator)	0.22	0.08	0.25	2.75	0.010**
TC x Experience Interaction	0.10	0.03	0.15	3.33	0.002**

The regression results show that employee experience significantly moderates the relationship between task conflict and employee performance (B = 0.10, p = 0.002). The interaction term (TC x Experience) indicates that the negative effect of task conflict on performance is weaker for employees with more experience. Inexperienced employees are more likely to struggle with managing task conflict, leading to a greater decline in performance. In contrast, experienced employees may be better equipped to handle task conflict, reducing its negative impact.

Relationship, and Process Conflicts on Employee Performance in Commercial Banks in Nepal.

Table 5 shows that implementing specific conflict management strategies—collaboration for task conflict, mediation for relationship conflict, and clear communication for process conflict—significantly improves employee performance in each conflict scenario. For each conflict type, the difference in mean performance before and after implementing the strategy is substantial (0.95) and statistically significant (p < 0.01). These findings indicate that targeted conflict management strategies can effectively mitigate the negative effects of workplace conflicts on performance,

Recommending Conflict Management Strategies to Mitigate the Negative Impacts of Task,

Table 5*Effectiveness of Conflict Management Strategies*

Conflict Type	Conflict Management Strategy	Mean Employee Performance (Before)	Mean Employee Performance (After)	Difference	Significance (p-value)
Task Conflict	Collaboration	3.10	4.05	0.95	0.001**
Relationship Conflict	Mediation	2.95	3.90	0.95	0.002**
Process Conflict	Clear Communication	3.20	4.15	0.95	0.001**

Results and Discussion

Interpretation of Findings

This study's results underscore the substantial influence of workplace conflicts—specifically task, interpersonal, and process conflicts—on employee performance in Nepali commercial banks. Task conflict exhibited a modest negative connection with performance, suggesting that while a certain degree of disagreement over tasks may foster debate, persistent task conflicts might diminish productivity (Jehn & Mannix, 2001). Conversely, relationship conflict had a significant detrimental effect, indicating that interpersonal tensions are especially damaging to team dynamics and performance (De Wit et al., 2012). Process dispute adversely impacted workflow efficiency, underscoring the need of role clarity and procedural agreements (Jehn, 1997). The research indicated that experience influences the correlation between task conflict and performance, since more seasoned personnel handle disputes more adeptly. The results indicate that while conflict is unavoidable, certain conflict management measures are crucial for sustaining success in commercial banks.

Implications for Theory

The research enhances the current literature on workplace conflict by corroborating established beliefs on the varying impacts of various conflict types on performance. This corroborates Jehn's (1995) intragroup conflict model, which differentiates among task, interpersonal, and process conflicts and their disparate effects on team results. Furthermore, the results enhance the comprehension of conflict management within the banking industry, especially in a developing country

such as Nepal, where hierarchical frameworks and high-pressure settings intensify conflict. The moderating influence of employee experience enhances the theoretical framework by indicating that individual variables, including as experience and emotional intelligence, may alleviate the adverse effects of conflict (Ayoko & Callan, 2019).

Practical Implications

The results highlight the need for banking sector managers and HR experts to use conflict resolution solutions customised to the particular kind of dispute. Facilitating cooperation and open conversation in task conflict may transform arguments into avenues for creativity (Bradley et al., 2019). Utilising mediation or emotional intelligence training to address relationship conflict helps avert the escalation of interpersonal conflicts (Ayoko & Callan, 2019). In process disputes, it is crucial to establish clear communication about roles and duties to sustain workflow efficiency (Petrou et al., 2018). Considering that seasoned personnel excel in conflict management, training programs focused on conflict resolution abilities for novice staff might improve overall team performance.

In Nepal's commercial banks, the interplay of task, relationship, and process conflicts significantly shapes employee performance. Task conflicts arise from disagreements over work goals and procedures, often leading to decreased collaboration and productivity among team members (Dahal et al., 2021). While some level of task conflict can stimulate discussion and innovation, unresolved disputes can hinder overall performance. Relationship conflicts, characterized by personal disagreements and tensions among

colleagues, have been shown to adversely affect employee morale and teamwork, ultimately undermining organizational cohesion (Mishra & Aithal, 2023). Process conflicts, which involve disagreements about workflow and procedures, can disrupt operational efficiency but may also reveal areas for improvement when managed effectively (Mishra & Aithal, 2023b). The findings suggest that while all three types of conflict can negatively impact performance, understanding their dynamics is crucial for developing effective conflict management strategies. By fostering a culture of open communication and collaboration, banks can mitigate the detrimental effects of these conflicts and enhance overall employee performance (Bhagat et al., 2022). Addressing these issues is essential for the long-term success and stability of the banking sector in Nepal.

Recommendations

According to the study's conclusions, commercial banks in Nepal need to prioritise conflict resolution training customised for various conflict types. To mitigate task conflict, cultivating a collaborative culture that encourages workers to express divergent viewpoints might avert adverse outcomes. In instances of relational discord, consistent team-building exercises that promote trust and unity may alleviate interpersonal strain. Process disputes may be mitigated by establishing clear communication on roles and duties and by routinely reviewing procedural standards. Moreover, leadership training programs must be instituted to provide managers with the competencies necessary for the efficient identification and resolution of disputes.

Suggestions for Future Research

Subsequent study needs to investigate the enduring effects of conflict resolution procedures on employee performance across several industries outside banking, including healthcare, education, and technology, to improve the generalisability of results. Furthermore, longitudinal studies are advised to evaluate the evolution of conflict management methods over time and their impact on performance in dynamic settings. Investigating

demographic characteristics, including gender, educational background, and cultural diversity, as possible moderators of workplace conflict may provide enhanced understanding of conflict dynamics. Subsequently, further research might investigate the influence of organisational culture on the characteristics and effects of workplace conflict, since cultural elements may affect the perception and management of disputes.

Conclusion

The findings of this study reveal critical insights into the dynamics of workplace conflict within Nepali commercial banks, emphasizing its significant impact on employee performance. The analysis indicates that task, relationship, and process conflicts each play distinct roles in shaping productivity and team cohesion. While task conflict can sometimes stimulate innovation through constructive debate, persistent disagreements negatively affect collaboration. In contrast, relationship conflict emerges as particularly harmful, undermining morale and teamwork, which are essential for organizational success. Process conflict disrupts workflow efficiency, highlighting the necessity for clear communication regarding roles and procedures. The implications of these findings extend to both theoretical frameworks and practical applications. The study reinforces established theories on conflict types and their effects on performance, contributing to a deeper understanding of conflict management in the banking sector, especially in a developing context like Nepal. Moreover, it underscores the importance of experience in moderating the effects of conflict, suggesting that training programs focused on conflict resolution could enhance overall team performance. To address these challenges, banking sector managers are encouraged to implement tailored conflict resolution strategies. Fostering an environment that promotes open communication can transform potential conflicts into opportunities for growth. Additionally, investing in training for both new and experienced employees is essential to equip them with the skills necessary to navigate

conflicts effectively. Despite its contributions, this study acknowledges limitations such as reliance on self-reported data and a sample size that may not fully represent the diverse workforce across all Nepali commercial banks. Future research should explore longitudinal impacts of conflict management strategies across various industries to enhance generalizability and deepen understanding of workplace dynamics. In conclusion, addressing workplace conflicts through effective management strategies is crucial for enhancing employee performance and ensuring the long-term stability of Nepal's banking sector. By prioritizing conflict resolution training and fostering a collaborative culture, organizations can mitigate the adverse effects of conflict and promote a more productive work environment.

Limitations of the Study

This research offers significant insights on workplace conflict within Nepal's banking industry, however it has many limitations. The research is based on self-reported data from workers, which may be influenced by response biases, including social desirability. Secondly, the sample size of 200 respondents, although statistically adequate, may not comprehensively represent the variety of personnel across all commercial banks in Nepal. The study's cross-sectional design restricts the capacity to infer causal relationships. Longitudinal studies are necessary to evaluate the enduring impacts of conflict management tactics on performance. The research concentrates on the banking industry, hence restricting the applicability of the results to other businesses.

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