

Conflict Management Styles and Job Satisfaction of Employees in Nepalese Organizations

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Abstract

This study examines the conflict management styles and job satisfaction of employees in Nepalese organizations. Job satisfaction is the dependent variable. The selected independent variables are avoiding style, compromising style, collaborating style, competing style and accommodating style. The primary source of data is used to assess the opinion of respondents regarding avoiding style, compromising style, collaborating style, competing style accommodating style and job satisfaction. The study is based on primary data of 143 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of conflict management styles and job satisfaction of employees in Nepalese organizations.

The study showed a positive impact of avoiding style on job satisfaction. It indicates that avoiding style helps to sidestep unproductive conflicts that leads to increase in job satisfaction. Similarly, the study showed a positive impact of compromising style on job satisfaction. It indicates that compromising style help to find out balanced solutions that leads to increase in job satisfactions. Likewise, the study showed a positive impact of collaborating style on job satisfaction. It indicates that collaborating behavior within the teams lead to increase in job satisfaction. Further, the study showed a positive impact of competing style on job satisfaction. It indicates that uses of competing style in better way influences employees' satisfactions level. In addition, the study showed a positive impact of accommodating style on job satisfaction. It indicates that accommodating style helps employees by promoting harmony and strengthening relationships that leads to increase in job satisfaction.

Keywords: avoiding style, compromising style, collaborating style, competing style, accommodating style, job satisfaction

1. Introduction

Conflict management style and job satisfaction are closely connected. Conflict management style refers to the specific approach or strategy individuals use to address and resolve conflicts in interpersonal or organizational settings. When employees are truly not committed to their work it is an indication of dissatisfaction with the job. Studies from diverse nations of the world indicated that employees have one time or the other enjoyed or dissatisfied with their job. Job satisfaction as the level of contentment employees feel about their job roles, including their perception of pay, promotion opportunities, work-life balance, and relationships with colleagues and supervisors (Aziri, 2011). According to Latif *et al.* (2010), conflict in some organizations is not a matter of life or death. If conflict arises it can either be dealt with or avoided, and life goes on. It is also believed that positive interpersonal relationships at the workplace can increase subordinates' satisfaction with supervision and subordinates with high levels of satisfaction are more likely to be committed to the organization (Choi *et al.*, 2018).

Thompson and Phua (2012) examined the brief index of affective job satisfaction. The study stated that job satisfaction is not only essential for employees' happiness but also plays a crucial role in the overall success and stability of any organization. Similarly, Thakore (2013) assessed the determinants of conflict and conflict management. The study depicted

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that while conflict is unavoidable in teams, effective management strategies can transform conflict into a productive force, enhancing overall team performance. Likewise, Momanyi and Juma (2016) investigated the influence of conflict management strategies on employee satisfaction. The study revealed that conflict management strategies significantly influence employee satisfaction in commercial banks, highlighting the need for effective training and clear conflict management policies. Further, Aqqad *et al.* (2019) examined the relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. The study showed that Jordanian banks should try their best to promote and facilitate emotional intelligence among their employees to improve their job performance, which will eventually yield positive results for the banks.

Olielo (2017) analyzed the influence of head teachers' conflict management styles on teacher's job satisfaction in public secondary schools in homa bay sub-county, Kenya. The study concluded that integrating conflict management style positively affects teachers' job satisfaction in public secondary schools in Homa Bay. Similarly, Ahmed and Ahmed (2015) examined the relationships between conflict management styles, job satisfaction and organizational commitment among workers in public and private sectors. The study showed that conflict management styles and organizational commitment have positive influence on job satisfaction. Likewise, Chen *et al.* (2012) investigated improving employees' job satisfaction and innovation performance using conflict management. The study revealed that integrating and compromising conflict management behaviors are positively co-related to job satisfaction; integrating conflict management behavior is positively related to innovation performance; and avoiding conflict management behavior is negatively related to innovation performance.

Kassim *et al.* (2018) examined the conflict management styles and job satisfaction. The study showed that integrating, obliging and compromising conflict management styles enhance job satisfaction among academic staff while dominating and avoiding styles have negative impact on job satisfaction. Similarly, Nissa *et al.* (2018) investigated the conflict management styles (dominating and compromising) of academic administration and their impact on faculty job satisfaction and turnover intention. The study concluded that compromising conflict management styles enhance job satisfaction while dominating styles increase turnover intention among employees in public universities. Likewise, Aditya and Setyawan (2021) analyzed the conflict management and job satisfaction in Indonesia's public organizations. The study revealed that collaborative conflict management styles significantly impact job satisfaction among public sector workers in Indonesia. Further, Salahudin *et al.* (2018) investigated the conflict management styles and job satisfaction: A study among Malaysian public universities' academicians. The study found a significant relationship between conflict management styles and job satisfaction among academic staff in Malaysian public universities.

Ausat *et al.* (2023) assessed the conflict management strategies in work teams in the creative industry. The study showed that effective conflict management strategies including communication and collaboration are essential for improving productivity, quality and job satisfaction in creative industry work teams. Similarly, Soomro *et al.* (2023) explored the personality traits and conflict management styles via job performance in higher education. The study concluded that personality traits significantly influence conflict management styles and job performance with agreeableness, conscientiousness, and emotional stability playing key roles in effective conflict management among academic leaders in Pakistan's HEIs. Likewise,

Mohamed *et al.* (2024) assessed the impact of conflict management on organizational performance in Somalia. The study concluded that effective conflict management strategies significantly improve organizational performance in Somalia's conflict-affected environment. Further, Anastasiou (2020) examined the effect of leadership and conflict management on job satisfaction. The study showed that leadership and conflict management significantly influence job satisfaction across various professions and professional sectors. In addition, Aziza and Widiastuti (2024) analyzed the conflict management strategies in improving the performance of the educational personnel team at Semarang State University. The study revealed that conflict management strategies positively and significantly improve team performance by fostering collaboration, communication, and idea-sharing among employees. Moreover, Schnettler *et al.* (2024) investigated the factor influenced intra-and inter-individual associations of family-to-work conflict, psychological distress, and job satisfaction: Gender differences in dual-earner parents during the COVID-19 pandemic. The study indicated that family-to-work conflict increases psychological distress and lowers job satisfaction, particularly in fathers, highlighting the need for gender-sensitive policies to address work-family conflict.

Dodanwala *et al.* (2023) analyzed the work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. The study found that work role stressors like role ambiguity and conflict contribute to job stress and turnover intention in Sri Lanka's construction industry with job satisfaction. Moreover, McKibben (2017) examined the conflict management: Importance and implications. The study revealed that conflict through effective management and positive leadership is crucial for improving staff relations and patient care in healthcare teams. Likewise, Pawirosumarto *et al.* (2017) analyzed the effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. The study showed that work environment, leadership style and organizational culture have positive and significant impact on job satisfaction but only the leadership style has a positive and significant impact on the employee performance. However, job satisfaction does not have a significant and positive impact on employee performance. Similarly, Voon *et al.* (2011) investigated the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. The study showed that transformational leadership style has a stronger relationship with job satisfaction.

Tsai *et al.* (2011) examined the relationship between organizational culture, leadership behavior and job satisfaction. The study found that organizational cultures are significantly correlated with leadership behavior and job satisfaction and leadership behavior is significantly correlated with job satisfaction. Further, Jordan and Troth (2021) analyzed the managing emotions during team problem solving: emotional intelligence and conflict resolution. The study concluded that emotional intelligence positively influences team performance and conflict resolution styles, emphasizing its importance in teamwork. Further research is needed to explore its broader implications. In addition, Cumming (2010) analyzed the leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. The study concluded that various forms of leadership and their differential effects on the nursing workforce and work environments. Leadership focused on task completion alone is not sufficient to achieve optimum outcomes for the nursing workforce. Efforts by organizations and individuals to encourage and develop transformational and relational leadership are needed to enhance nurse satisfaction, recruitment, retention, and

healthy work environments, particularly in this current and worsening nursing shortage.

In the context of Nepal, Acharya and Padmavathy (2018) analyzed the work life balance and job satisfaction: A study from private banks of Nepal. The study revealed that organizational support for work-life balance and career growth opportunities are key drivers of job satisfaction among private bank employees. Similarly, Sapkota *et al.* (2019) examined the factors associated with job satisfaction among graduate nursing faculties in Nepal. The study concluded that job satisfaction among nursing faculty in Nepal is positively influenced by involvement in decision-making and access to reference materials but is hindered by inadequate benefits and operating conditions. Likewise, Chauhan (2024) investigated the conflict management and employee commitment among staff in the Nepalese academic sector. The study showed that leadership, training, organizational policies and communication strategies significantly enhance employee commitment and reduce conflicts in Nepal's academic sector. Further, Shrestha and Singh (2023) examined the impact of workplace conflict on employee's performance in commercial banks of Nepal. The study found that there is a significant and positive impact of workplace conflicts (relationship, task, and process conflicts) on employee performance in commercial banks of Nepal. In addition, Budhathoki (2021) analyzed the Teacher's satisfaction: Implications for job performance. The study revealed that teacher's job dissatisfaction is driven by poor resources, leadership, and recognition, affecting their job performance and motivation in schools. Moreover, Biswakarma (2016) examined the relation of turnover intention with career growth in a sample of 290 employees in private commercial banks of Nepal. The study claimed that promotion speed and remuneration growth have greater influence in turnover intentions of employees.

The above discussion shows that empirical evidence vary greatly across the studies on the conflict management styles and job satisfaction of employees in organizations. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the conflict management styles and job satisfaction of employees in Nepalese organizations. Specifically, it examines the relationship of avoiding style, compromising style, competing style, collaborating style and accommodating style with job satisfaction of employees in Nepalese organizations.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results, and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 143 respondents through a questionnaire. The study employed convenience sampling method. The respondents' views were collected on avoiding style, compromising style, competing style, collaborating style, accommodating style and job satisfaction. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that job satisfaction depends upon conflict management styles. The dependent variable selected for the study is job satisfaction. Similarly, the selected independent variables are avoiding style, compromising style, competing style,

collaborating style and accommodating style. Therefore, the model takes the following form:

Job satisfaction = f (avoiding style, compromising style, competing style, collaborating style, accommodating style)

More specifically,

$$JS = \beta_0 + \beta_1 AVDS + \beta_2 COMPRS + \beta_3 COMPTS + \beta_4 COLABS + \beta_5 AS + e$$

Where,

JS = Job satisfaction

AVDS = Avoiding style

COMPRS = Compromising style

COMPTS = Competing style

COLABS = Collaborating style

AS = Accommodating style

Job satisfaction was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Job satisfaction of employees depends on competing style”, “Competing style affects the job satisfaction of employees” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.823$).

Avoiding style was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I tend to avoid confronting others to maintain workplace harmony,” “I steer clear of situations that may lead to conflict with my colleagues,” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.786$).

Compromising style was measured using a 5-point Likert scale where employees were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items, and sample items include “I try to find a middle ground to resolve conflicts with my colleagues,” “I am willing to make mutual concessions to maintain good workplace relationships,” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.815$).

Competing style was measured using a 5-point Likert scale where employees were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items, and sample items include “I assert my own opinions to resolve conflicts in the workplace,” “I prioritize achieving my goals even if it leads to disagreements with colleagues,” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.792$).

Collaborating style was measured using a 5-point Likert scale where employees were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items, and sample items include “I work together with colleagues to find solutions that satisfy everyone’s needs,” “I value open communication and joint problem-solving in resolving workplace conflicts,” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.765$).

Accommodating style was measured using a 5-point Likert scale where employees

were asked to indicate their responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items, and sample items include “I prioritize others’ needs over my own to resolve workplace conflicts,” “I am willing to yield to others’ preferences to maintain harmony in the workplace,” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.841$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Avoiding style

According to Afzalur (2002), avoiding style can ease stress in sensitive situations by postponing conflicts among employees. Nicotera *et al.* (2015) concluded that avoiding style has a positive impact on job satisfaction. Similarly, Alonderiene and Majauskaite (2016) stated that avoiding style has a positive impact on employees of an organization. Likewise, Morris *et al.* (1998) found that avoiding style has a critical issues and can damage trust and teamwork. Further, Wright (2011) concluded that avoiding style helps maintain temporary peace and reduces stress among employees and creates job satisfaction among the employees in the organization. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between avoiding style and job satisfaction

Compromising style

The compromising style in conflict management involves finding a middle ground where both parties make some concessions to resolve disagreements. Thomas *et al.* (2008) stated that compromising style has a positive impact on employees of the organization. Similarly, Latif *et al.* (2010) found that compromising style directly influences job satisfaction of employees in the organization. Likewise, Sahito and Vaisanen (2020) stated that compromising style has a positive impact on job satisfactions level of employee. However, Saeed *et al.* (2014) revealed that compromising style has an adverse impact on conflict and positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between compromising style and job satisfaction.

Competing style

The competing style in conflict management focuses on assertiveness and prioritizing personal goals, which can impact job satisfaction. Grissom *et al.* (2012) stated that achieving one’s objectives through competing style. Similarly, Al-Sada *et al.* (2017) concluded that competing style has a direct relationship with job satisfaction of employees. Likewise, Mark and Smith (2012) revealed that competing style positively correlates with job satisfaction of office employees. Further, Friedman *et al.* (2000) observed that excessive reliance on competing style could strain relationships and lower overall satisfaction. In addition, Lorber and Skela Savic (2012) concluded that competing style can drive job satisfaction in the workplace. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between competing style and job satisfaction.

Collaborating style

The collaborating style of conflict management involves working together to find

solutions that meet the needs of all parties involved. Zangaro and Soeken (2007) stated that collaborating style enhances job satisfaction by promoting open communication and mutual understanding among employees. Similarly, Kassim *et al.* (2018) concluded that collaborating style has a positive influence on job satisfaction of employees. Likewise, Madlock (2008) stated that collaboration style strengthens workplace relationships and encourages innovative solutions to conflicts. Further, Larrabee *et al.* (2010) showed that collaborating style increases employee engagement and productivity. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between collaborating style and job satisfaction.

Accommodating style

Mehrad (2015) stated that accommodating style positively impacts job satisfaction when employees feel acknowledged for their willingness to compromise for the greater good. Similarly, Lichtenstein *et al.* (2004) concluded that accommodating style contributes to peaceful conflict resolution and reinforces trust within teams. Likewise, Abdelhafi *et al.* (2016) stated that accommodating style has a direct influence on job satisfaction and reducing conflict. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between accommodating style and job satisfaction.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent variable and independent variables. The correlation coefficients are based on 143 observations. The dependent variable is JS (Job satisfaction). The independent variables are AVDS (Avoiding style), COMPRS (Compromising style), COMPTS (Competing style), COLABS (Collaborating style) and AS (Accommodating style).

Variables	Mean	S.D.	JS	AVDS	COMPRS	COMPTS	COLABS	AS
JS	3.434	0.739	1					
AVDS	2.962	0.754	0.219**	1				
COMPRS	3.313	0.685	0.226**	0.273**	1			
COMPTS	3.404	0.645	0.192**	0.123**	0.190**	1		
COLABS	3.434	0.695	0.282**	0.178**	0.204**	0.224**	1	
AS	3.443	0.579	0.328**	0.201**	0.234**	0.239**	0.292**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that avoiding style is positively correlated to job satisfaction. It indicates that avoiding style helps to sidestep unproductive conflicts that leads to increase in job satisfaction. Similarly, compromising style is positively correlated to job

satisfaction. It indicates that compromising style help to find out balanced solutions that leads to increase in job satisfactions. Likewise, collaborating style is positively correlated to job satisfaction. It indicates that collaborating behavior within the teams lead to increase in job satisfaction. Further, competing style is positively correlated to job satisfaction. It indicates that uses of competing style in better way influences employees’ satisfactions level. In addition, the study accommodating style is positively correlated to job satisfaction. It indicates that accommodating style helps employees by promoting harmony and strengthening relationships that leads to increase in job satisfaction.

Regression analysis

Having indicated the Kendall’s Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of avoiding style, compromising style, competing style, collaborating style and accommodating style on job satisfaction.

Table 2

Estimated regression results of avoiding style, compromising style, competing style, collaborating style and accommodating style on job satisfaction

The results are based on 143 observations using linear regression model. The model is $JS = \beta_0 + \beta_1AVDS + \beta_2COMPRS + \beta_3COMPTS + \beta_4COLABS + \beta_5AS + e$ where the dependent variable is JS (Job satisfaction). The independent variables are AVDS (Avoiding style), COMPRS (Compromising style), COMPTS (Competing style), COLABS (Collaborating style) and AS (Accommodating style).

Models	Intercepts	Regression coefficients of					Adj. R _{bar} ²	SEE	F- Value
		AVDS	COMPRS	COMPTS	COLABS	AS			
1	2.448 (10.320)**	0.333 (4.285)**					0.109	0.697	18.359
2	2.431 (8.251)**		0.303 (3.474)**				0.072	0.711	12.066
3	2.334 (7.278)**			0.323 (3.490)**			0.073	0.711	12.180
4	1.855 (6.567)**				0.460 (5.702)**		0.182	0.668	32.512
5	1.860 (6.155)**					0.457 (5.300)**	0.160	0.677	28.087
6	2.054 (6.612)**	0.264 (3.111)**	0.181 (1.941)				0.126	0.690	11.243
7	1.581 (4.267)	0.248 (2.959)**	0.116 (1.205)	0.216 (2.270)*			0.151	0.680	9.435
8	0.919 (2.422)	0.223 (2.819)**	0.067 (0.735)	0.113 (1.226)	0.363 (4.377)**		0.249	0.639	12.789
9	0.634 (1.634)	0.194 (2.487)*	0.033 (0.363)	0.071 (0.769)	0.306 (3.641)**	0.239 (2.609)**	0.280	0.627	12.024

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Job satisfaction is dependent variable.

Table 2 shows that the beta coefficients for avoiding style are positive with job satisfaction. It indicates that avoiding style has a positive impact on job satisfaction. This

finding is consistent with the findings of Wright (2011). Similarly, the beta coefficients for compromising style are positive with job satisfaction. It indicates that compromising style has a positive impact on job satisfaction. This finding is consistent with the findings of Latif *et al.* (2010). Likewise, the beta coefficients for collaborating style are positive with job satisfaction. It indicates that collaborating style has a positive impact on job satisfaction. This finding is consistent with the findings of Larrabee *et al.* (2010). Further, the beta coefficients for competing style are positive with job satisfaction. It indicates that competing style has a positive impact on job satisfaction. This finding is consistent with the findings of Mark and Smith (2012). In addition, the beta coefficients for accommodating style are positive with job satisfaction. It indicates that accommodating style has a positive impact on job satisfaction. This finding is like the findings of Mehrad (2015).

4. Summary and conclusion

Job satisfaction is a complex concept for employees since it determines the level of fulfillment that an employee intends to achieve in their professional life. As employees strive to attain job satisfaction, they face problems matching their career expectations with their abilities in workplace performance. Achieving job satisfaction is an extremely important factor that impacts an individual's entire future. Job satisfaction is defined as the extent to which an individual feels content and fulfilled in their work. Exploring job-related factors before committing to a career increases future professional success and fulfillment. Thus, variables that influence job satisfaction in employees should be identified and acknowledged.

This study attempts to examine the conflict management styles and job satisfaction of employees in Nepalese organizations. The study is based on primary data of 143 respondents.

The major conclusion of the study is that avoiding style, compromising style, collaborating style, competing style and accommodating style have positive impact on job satisfaction of employees in Nepalese organizations. The study also concludes that collaborating style is the most significant factor followed by avoiding style and competing style that influence job satisfaction of employees in Nepalese organizations.

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