

Conflict Management Styles and Staff Job Satisfaction in Nepalese Commercial Bank

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Abstract

This study examines the interplay between conflict management styles and staff job satisfaction in Nepalese commercial banks. Job satisfaction and job performance are the dependable variables. The independent variables are avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style. The study is based on primary data with 128 observations. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and the conflict management styles and staff job satisfaction in Nepalese commercial bank.

The study showed that avoiding style has a positive impact on job satisfaction and job performance. It indicates that increase in avoiding style leads to increase on job satisfaction and job performance. Likewise, compromising style has a positive impact on job satisfaction and job performance. It indicates that increase in compromising style leads to increase on job satisfaction and job performance. Similarly, accommodating style has a positive impact on job satisfaction and job performance. It means that accommodating style in the organization leads to increase on job satisfaction and job performance. Moreover, dominating style has a positive impact on job satisfaction and job performance. It indicates that better the dominating style, higher would be on job satisfaction and job performance. In addition, integrating style has a positive impact on job satisfaction and job performance. It reveals that higher the integrating style, higher would be the job satisfaction and job performance. Likewise, collaborating style has a positive impact on job satisfaction and job performance. It indicates that increase in collaborating style leads to increase on job satisfaction and job performance.

Keywords: avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style, job satisfaction, job performance

1. Introduction

Hinuq *et al.* (2022) stated that employee performance improvement can also be made by creating work discipline because a well-managed work discipline will result in employee compliance with various agency regulations to improve performance. Likewise, conflict can be seen as vital and useful to organizations where it can increase productivity and innovativeness, stimulate creative solutions if the right style of conflict management is utilized (Gonçalves *et al.*, 2016). According to Kazimoto (2013), workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization. Similarly, conflict situations have an impact on the overall effectiveness of organizations by disrupting harmony between participants in the organization, which then results in a negative impact on the organizational performance.

In conflict situations, individual or group reactions can range from work sabotage, reduced work intensity, overload, and lack of cooperation of irritated workers who are uncommitted to work, unmotivated, and unproductive. Accordingly, such situations hinder and negatively affect organizational performance (Essuman *et al.*, 2021). In addition, it can also inspire the development of new ideas and learning, and it can encourage change if used positively (McKibben *et al.*, 2017). Similarly, Akhwand *et al.* (2023) revealed that there is need to

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sensitize students and educators about the role of training to avoid conflicts in the workplace. Furthermore, conflict is a complex process with both negative and positive effects (Almost *et al.*, 2016).

A well-managed conflict can contribute to innovation and creativity, stronger organizational relationships, and higher commitment in staff, which could result in a higher level of staff and organizational performance. Similarly, unresolved and unmanaged conflict can negatively impact an organization's productivity by causing work disruption, subpar performance, tardiness and absenteeism, low staff morale, low staff motivation, increased psychological discomfort, and burnout (Omisore *et al.*, 2014). Likewise, every company experiences conflicts from time to time as part of its daily operations (Jehn *et al.*, 2013). In addition, a well-managed conflict can contribute to innovation and creativity, stronger organizational relationships, and higher commitment in staff, which could result in a higher level of staff and organizational performance. Moreover, unresolved and unmanaged conflict can negatively impact an organization's productivity by causing work disruption, subpar performance, tardiness and absenteeism, low staff morale, low staff motivation, increased psychological discomfort, and burnout (Omisore *et al.*, 2014).

Aditya and Setyawan (2021) stated that individuals' disagreements on specific concerns between the two parties nurture the conflict. Conflict is managed differently in diverse settings, such as academic challenges faced by international students and immigrants. Likewise, conflict becomes unavoidable, especially when interacting with different and comparatively unique environmental challenges that cost student turnover, absenteeism, burnout, and moral distress (Brinkert, 2010). Furthermore, every company experiences conflicts from time to time as part of its daily operations (Jehn *et al.*, 2013).

Kaitelidou *et al.* (2012) examined conflict management and job satisfaction in pediatric hospitals in Greece. The study concluded that avoidance was found to be the most frequent mode chosen while accommodation was the least frequent mode. Likewise, Wanyony *et al.* (2015) examined the conflict management styles influencing organizational commitment among Kenya Seed company employees, Kenya. The study showed that integrating, compromising and accommodating styles enhance commitment towards the organization. Moreover, Wang *et al.* (2015) found that job insecurity was negatively associated with job performance through work engagement when organizational justice was low. In addition, Hussein *et al.* (2022) revealed that the conflict management has a positive and significant mediation role between all mentioned leadership styles and employee commitment.

Caputo *et al.* (2018) examined the moderating role of cultural intelligence in the relationship between cultural orientations and conflict management styles. The study showed that the existence of a moderated effect of some facets of cultural intelligence on the relationship between individual's cultural orientations and conflict management styles. Similarly, Marques-Quinteiro *et al.* (2019) examined employee adaptive performance and job satisfaction during organizational crisis. The study showed that change in the level of self-leadership is positively related with change in the level of adaptive performance and job satisfaction over time. Likewise, Sapta *et al.* (2021) examined the role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. The study found that it be used as a basis for designing business strategies to improve employee performance in a competitive environment to advance the credibility of a bank.

Moreover, Ahmad *et al.* (2021) examined that the impact of role conflict and role

ambiguity on job satisfaction the mediating effect of job stress and moderating effect of Islamic work ethics. The study showed that the role conflict has a negative and insignificant relationship with the job satisfaction and job stress.

Ahmed and Ahmed (2015) examined the relationship between conflict management, job satisfaction and organizational commitment among workers in public and private sectors. The study showed there is significant differences between avoidance style and job satisfaction in conflict management styles and organizational commitment toward public and toward private organization. Similarly, Dildar and Amjad (2017) examined gender differences in conflict resolution styles in different roles: A systematic review. The study showed that the gender specific conflict resolution styles regardless of culture and roles, which are compromising and accommodating in women, dominating in men.

Abou Elnaga and Imran (2014) revealed the impact of employee empowerment on job satisfaction theoretical study. The study argued on employee empowerment and how empowerment is related to job satisfaction. In addition, Kashim *et al.* (2018) examined conflict management styles and job satisfaction: a study among Malaysian public universities' academicians. The study showed that the five conflict management styles have significant relationship on job satisfaction.

Arifin *et al.* (2019) investigated the analysis of bullying effects on job performance using employee engagement and job satisfaction as mediation analysis of bullying effects on job performance using employee engagement and job satisfaction as mediation. The study revealed that employee engagement fully mediates the relationship between bullying and job performance, and job satisfaction. Likewise, Kouni *et al.* (2018) examined the transformational leadership and job satisfaction: the case of secondary education teachers in Greece. The study argued that the transformational leader can correspond to the need for reform and inspire his or her associates, secondary education, which has attracted the government's attention over the last years, in order to implement reforms, needs transformational leaders. Moreover, Iqbal *et al.* (2015) analyzed the effect of leadership style on employee performance. The study showed that participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job.

Aditya and Setyawan (2021) analyzed on conflict management and job satisfaction in Indonesia's public organization. The study found that the style of conflict management gives a significant effect on job satisfaction. Similarly, Abdullah *et al.* (2021) described leadership, task load and job satisfaction: a review of special education teacher perspective. The study showed that this study are expected to provide a more focused picture of special education. In addition, Soomro *et al.* (2023) examined personality traits and conflict management styles via job performance in higher education. The study showed the positive and significant effect of agreeableness on conflict management styles. Likewise, Kishen *et al.* (2020) described the transformational leadership effect on job satisfaction and job performance. The study concluded that transformational leadership motivates their subordinates to appear at a higher level by inspiring them, offering in intellectual challenges also paying attention to their individual needs.

Lumbantoruan *et al.* (2020) examined the impact of transactional leadership style on employee job satisfaction. The study showed that research hypothesis has a positive impact between the transactional leadership style and job satisfaction. In addition, Setiawan *et al.*

(2023) described the model of job satisfaction and organizational commitment. The study found that leadership style variable influences job satisfaction, the psychological capital variable influential on job satisfaction, leadership style variable influential on organizational commitment, psychological capital variables influential on organizational commitment, and job satisfaction variables affect organizational commitment. Furthermore, Speechia *et al.* (2021) described leadership styles and nurses' job satisfaction. The study showed that there is a significant correlation between leadership styles and job satisfaction. In addition, Hardin *et al.* (2021) analyzed on the influence of motivation, organizational culture, leadership style, conflict management, on job satisfaction and lecturer performance at universities in southeast Sulawesi province. The study concluded that motivation and organizational culture has a positive and significant effect on job satisfaction.

Chapagai (2011) revealed that employee participation is an important determinant of job satisfaction and increased employee participation makes a positive effect on job satisfaction of Nepalese banking employees. Similarly, Shrestha and Bhattarai (2022) stated that job satisfaction and organizational citizenship behavior are both considered crucial in an organizational setting. Likewise, Maharjan and Shakya (2021) examined that collaborating and competing style was the most and the least preferred conflict management style respectively while handling conflict among peers during clinical hours. In addition, Lama and Pokherel (2019) analyzed leadership style and employee engagement: mediating role of organizational commitment in employees of Nepali commercial banks. Moreover, the study showed partial mediation was observed among leadership style, organizational commitment and employee engagement.

Basnet *et al.* (2023) investigated the factors influencing employees' work-life balance in commercial banks of Nepal: Evidence from structural equation modeling. The study showed that most of the respondents working in the commercial bank are female and have completed a master's degree and above educational level. Likewise, Khanal (2021) examined the issues of human resource management practices on organization performance: a case study of Nepal telecom. The study concluded that there is a positive relationship between human resource practices and organization performance of Nepal telecom organization. Moreover, Uprety (2016) examined does chief executive officer (CEO) leadership style matter? An empirical analysis of the relationship among chief executive officer (CEO) leadership style, job satisfaction and profitability in Nepali financial institutions.

The above discussion revealed that the empirical evidences vary greatly across the studies concerning conflict management styles and staff job satisfaction in Nepalese commercial banks. 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 main purpose of the study is to analyze the conflict management styles and staff job satisfaction in Nepalese commercial banks. Specifically, it examines the impact of avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style on job satisfaction and job performance of Nepalese commercial banks.

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. The data were gathered from 128 respondents through questionnaire. The respondents’ views were collected on avoiding style, compromising style, accommodating style, dominating style, integrating style, collaborating style, job satisfaction and job performance. The study used descriptive and casual comparative research design. Table 1 shows the list of commercial banks selected for the study along with the number of observations.

Table 1

List of banks selected for the study along with the study period and number of observations

S. N.	Name of the banks	Observations
1	Agricultural Development Bank Limited	4
2	Citizens Bank International Limited	5
3	Civil Bank Limited	2
4	Everest Bank Limited	5
5	Garima Bikash Bank Limited	2
6	Global IME Bank Limited	7
7	Himalayan Bank Limited	9
8	Janata Bank Limited	2
9	Jyoti Bikash Bank Limited	3
10	Kamana sewa Development Bank Limited	2
11	Kumari Bank Limited	5
12	Laxmi Sunrise Bank Limited	5
13	Machhapuchchhre Bank Limited	6
14	Nabil Bank Limited	10
15	Nepal Bank Limited	3
16	Nepal Investment Mega Bank Bank Limited	9
17	Nepal Merchant Bank Limited	8
18	Nepal SBI Bank Limited	8
19	NIC Asia Bank Limited	10
20	Prabhu Bank Limited	7
21	Prime Commercial Bank Limited	3
22	Sanima Bank Limited	5
23	Shine Resunga Development Bank Limited	4
24	Siddhartha Bank Limited	4
Total number of observations		128

Thus, the study is based on the 128 observations.

2.1 Model specification

The econometric models employed in this study tries to analyze. The following regression model is used in the study to examine conflict management styles and staff job satisfaction in Nepalese commercial bank. Thus, the following model equation is designed to test the hypothesis. From the conceptual framework the function of dependent variables takes the following form:

$$JS = f(AS, CS, ACS, DS, IS \text{ and } COS)$$

$$JP = f(AS, CS, ACS, DS, IS \text{ and } COS)$$

More specifically, the given model has been segmented into following models:

Model I

In this model, the dependent variable is (JS) indicated by job satisfaction in the firm. Avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style are independent variables which are tested on JS. The model is presented as follows:

$$JS = \beta_0 + \beta_1 AS_{it} + \beta_2 CS_{it} + \beta_3 ACS_{it} + \beta_4 DS_{it} + \beta_5 IS_{it} + \beta_6 COS_{it} + e_{it}$$

Model II

In this model, the dependent variable is (JP) indicated by job performance in the firm. Avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style are independent variables which are tested on JP. The model is presented as follows:

$$JP = \beta_0 + \beta_1 AS_{it} + \beta_2 CS_{it} + \beta_3 ACS_{it} + \beta_4 DS_{it} + \beta_5 IS_{it} + \beta_6 COS_{it} + e_{it}$$

Where,

JS= Job Satisfaction

JP= Job Performance

AS= Avoiding Style

CS= Compromising style

ACS= Accommodating Style

DS= Dominating Style

IS= Integrating Style

COS= Collaborating Style

Avoiding style was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Management tries to avoid discussion with the employees”, “Management tries not to get deeply involved in any kind of discussion” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.761$).

Compromising style were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Management in my organization provides satisfying decisions between both parties”, “My superior find center by asking both parties to confess some of their desires” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.722$).

Accommodating style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Management try to acquiesce the party”, “My superior usually accommodate the wishes of parties”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.706$).

Dominating Style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My organization finds conflict challenging and exhilarating”, “In my organization, management is usually firm about their wants and priorities” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.742$).

Integrating style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My superior tries to work with me to solve a problem that satisfies our expectations”, “My superior uplift their employees to conscious of their conflict settlement”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.704$).

Collaborating style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My superior focus on finding the cause of conflict and solution for the conflict”, “In my organization, parties in conflict work together to find a solution acceptable to all”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.741$).

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

Avoiding style

Alsafadi and Altahat (2021) examined the human resource management practices and employee performance: the role of job satisfaction. The study showed that human resource management practice has a positive impact on employee’s performance, as well as job satisfaction and its components (job stability and job enrichment). Similarly, Chen *et al.* (2019) explored that emotional intelligence and conflict management styles. The study argued that employees working in the public sector are more likely to adopt the avoiding style in handling conflicts with their peers and superiors. Likewise, Yasin and Khalid (2015) investigated that conflict management styles: a study of organizational politics among professionals. The study concluded that the teachers mostly used avoiding conflict management styles. Furthermore, Kassim and Ibrahim (2014) argued that avoiding style is suitable when an employee wants to reduce tensions, stalling for more time, or when he is in a lower position of authority. In addition, Zakaria *et al.* (2023) showed that avoiding style of

conflict management is statistically significant relationship on organizational commitment. Based on it, this study develops following hypothesis:

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

Compromising style

Compromising style refers to a conflict resolution approach in which individuals involved are willing to make concessions and find middle ground to reach a resolution. Compromising is a conflict managing approach aimed at finding a solution that is mutually acceptable and expedient and partially satisfies both the involved parties (Chen *et al.*, 2019). Likewise, Shabani *et al.* (2022) explored that organizational performance is explained more by the compromising style in the public sector. Moreover, Aoun *et al.* (2020) investigated that individual with compromising style have high skill on bargaining in order to satisfy all parties. Furthermore, the study showed that compromising style is significant positive relationship with organizational commitment (Akhtar and Hassan, 2021). Based on it, this study develops following hypothesis:

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

Accommodating style

Hussein *et al.* (2022) examined that this conflict management style has a positive and significant mediation role between all mentioned leadership styles and employee commitment. Likewise, Ndulue and Ekechukwu (2016) explored that there is a positive and significant relationship between the accommodating style of conflict management and employee performance in Nigerian Breweries Plc. Similarly, Awan and Saeed (2015) examined that there is a positive and significant impact of obligating style on the employee commitment and performance of askari bank limited. Shabani *et al.*, 2022). In addition, Khun-inkeeree *et al.* (2019) investigated that accommodating styles give positive outcomes for both parties that lead to positive school outcomes and also to maintain the good relationship with the other parties. Furthermore, Baddar *et al.* (2016) explored that accommodation as the most frequently used conflict-management styles among nursing professionals. Based on it, this study develops following hypothesis:

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

Dominating style

Zakaria *et al.* (2023) explored that the analysis showed that dominating style of conflict management is statistically significant relationship on organizational commitment. Likewise, Parmer (2018) explored that there were significant relations between the philosophical value and dominating style. In addition, Aqqad *et al.* (2019) investigated that dominating styles exert a significant mediating effect on the relationship between emotional intelligence and conflict management styles. Furthermore, teachers may inappropriately adopt the dominating style to aggressively impose his/her position along with depreciation, frequently without reasoning and ignoring students' expectations and needs (Zurlo *et al.*,

2020). Based on it, this study develops following hypothesis:

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

Integrating style

Many studies found out that integrating is the most preferred style in managing conflict (Lu and Wang, 2017). Similarly, integrating style is also known as collaborating which a person willing to collaborate with others, listen what others have to say, share information, and thoroughly explore the difference of needs in order to finally come up with other solution that could totally satisfies both parties (Burger, 2022). Likewise, Noermijatii *et al.* (2019) explored that integrating style has a significant influence on employee performance and partially mediates the influence of emotional intelligence on employee performance. Furthermore, Ahmad and Marinah (2013) investigated that integrating style in conflict management plays a key role in the formation of developing affective commitment toward the organization. Based on it, this study develops following hypothesis:

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

Collaborating style

Islam and Rimi (2017) examined that collaborative efforts tend to take the most time compared to other conflict resolution styles and the collaboration leads to creative problem-solving and respect amongst coworkers in an organization. Likewise, Chandolia and Anastasiou (2020) explained that leadership and conflict management style can be associated with the effectiveness of conflict. In addition, Ashraf *et al.* (2023) analyzed that self-resilience showed a significantly positive correlation with the collaborating style. Moreover, collaboration among stakeholders and members of a school community is viewed as a highly important component of school leadership in times of crisis as it positively influences responses during and immediately after the crisis event (LaRoe and Corrales, 2019). Based on it, this study develops following hypothesis:

H₆: There is a positive relation between collaborating style and job performance 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 2.

Table 2

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 128 observations. The dependent variable is JS (Job Satisfaction) and JP (Job Performance). The independent variables are AS (Avoiding Style), CS (Compromising Style), ACS (Accommodating Style) DS

(Dominating Style), IR (Integrating Style) and COS (Collaborating Style).

Variables	Mean	S.D	JS	JP	AS	CS	ACS	DS	IS	COS
JS	3.748	0.740	1							
JP	4.142	0.620	0.397**	1						
AS	3.424	0.670	0.183**	0.222**	1					
CS	3.64	0.605	0.312**	0.321**	0.157*	1				
ACS	3.652	0.600	0.230**	0.241**	0.239**	0.184**	1			
DS	3.462	0.630	0.196**	0.038	0.008	0.180**	0.078	1		
IS	3.676	0.609	0.227**	0.229**	0.170**	0.267**	0.190**	0.336**	1	
COS	3.682	0.627	0.295**	0.201**	0.187**	0.153*	0.226**	0.208**	0.187**	1

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

Table 2 shows that avoiding style is positively correlated to the staff job satisfaction. It indicates that increase in avoiding style leads to increase in job satisfaction. Likewise, compromising style is positively correlated to the job satisfaction. It means that increase in better compromising style leads to increase in job satisfaction. Furthermore, dominating style is positively correlated to the staff job satisfaction. It means that increase in dominating style leads to increase in staff job satisfaction. Similarly, integrating style is positively correlated to the staff job satisfaction. This implies that improvement in integrating style leads to the increase in job satisfaction. In addition, accommodating style is positively correlated to the staff job satisfaction. It indicates that increase in accommodating style leads to increase in job satisfaction. Additionally, compromising style is positively correlated to the staff job satisfaction. It means that better the compromising style, higher would be the staff job satisfaction.

The study shows that avoiding style is positively correlated to the staff job performance. It indicates that increase in avoiding style leads to increase in job performance. Likewise, compromising style is positively correlated to the job performance. It means that increase in better compromising style leads to increase in job performance. Furthermore, dominating style is positively correlated to the staff job performance. It means that increase in dominating style leads to increase in staff job performance. Moreover, integrating style is positively correlated to the staff job performance. This implies that improvement in integrating style leads to the increase in job performance. In addition, accommodating style is positively correlated to the staff job performance. It indicates that increase in accommodating style leads to increase in job performance. Similarly, compromising style is positively correlated to the staff job performance. It means that better the compromising style, higher would be the staff job performance.

Regression analysis

Regression analysis is a statistical process for estimating the relationships among variables. The regression results were estimated where avoiding style, compromising style, accommodating style, dominating style, integrating style and compromising style are used as independent variables and dependent variables are job satisfaction and job performance.

Table 3 shows the estimated regression results of where avoiding style, compromising style, accommodating style, dominating style, integrating style and compromising style on

job satisfaction of Nepalese commercial banks.

Table 3

Estimated regression result of avoiding style, compromising style, accommodating style, dominating style, integrating style, collaborating style on job satisfaction of Nepalese commercial banks

The results are based on panel data of 24 commercial banks with 128 observations by using the linear regression model and the model is $JS = \beta_0 + \beta_1 AS_{it} + \beta_2 CS_{it} + \beta_3 ACS_{it} + \beta_4 DS_{it} + \beta_5 IS_{it} + \beta_6 COS_{it} + e$ where, the dependent variable is JS (job satisfaction, in percentage). The dependent variables are JS (job satisfaction, in percentage) and JP (job performance, in percentage). The independent variables are AS (Avoiding style), CS (Compromising style), ACS (Accommodating style), DS (dominating style), IS (Integrating style) and COS (Compromising style).

Model	Intercept	Regression coefficients of						Adj. R_bar ²	SEE	F-value
		AS	CS	ACS	DS	IS	COS			
1	2.795 (8.412)**	0.278 (2.923)**						0.056	0.719	8.543
2	2.134 (5.699)**		0.444 (4.370)**					0.125	0.6927	19.101
3	2.813 (7.138)**			0.255 (2.406)*				0.036	0.726	5.79
4	2.364 (6.111)**				0.379 (3.624)**			0.087	0.707	13.137
5	0.292 (2.878)**					0.292 (2.878)**		0.054	0.72	8.283
6	0.406 (4.115)**						0.406 (4.115)**	0.111	0.697	16.929
7	1.665 (3.833)**	0.192 (2.057)*	0.392 (3.791)**					0.147	0.684	11.91
8	1.521 (3.130)**	0.182 (1.923)	0.367 (3.342)**	0.073 (0.669)				0.143	0.685	8.054
9	1.149 (2.230)*	0.135 (1.400)	0.325 (2.941)**	0.041 (0.381)	0.219 (1.987)*			0.163	0.677	7.171
10	0.746 (1.368)	0.159 (1.660)	0.298 (2.711)**	0.039 (0.343)	0.213 (1.956)	0.213 (2.055)*		0.184	0.668	6.732
11	0.234 (0.416)	0.113 (1.416)	0.279 (2.599)**	0.045 (0.405)	0.168 (1.567)	0.176 (1.729)	0.406 (4.115)**	0.226	0.651	7.18

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
- iii. Job satisfaction is dependent variable.

Table 3 shows that the beta coefficients for avoiding style are positive with the job satisfaction. It indicate that avoiding style has a positive impact on job satisfaction. This finding is similar to the findings of Alsafadi and Altahat (2021). Likewise, the beta coefficients for compromising style are positive with the job satisfaction. It indicate that compromising style has a positive impact on job satisfaction. This finding is similar to the findings of (Chen *et al.*, 2019). Similarly, the beta coefficients for accommodating style are positive with the job satisfaction. It indicate that accommodating style has a positive impact on job satisfaction. This finding is similar to the findings of Hussein *et al.* (2022). Further, the beta coefficients dominating style are positive with the job satisfaction. It indicate that dominating style has a positive impact on job satisfaction. This finding is similar to the findings of Akhtar and Hassan (2021). Likewise, the beta coefficients for integrating style are positive with the job satisfaction. It indicate that integrating style has a positive impact on job satisfaction. This finding is similar to the findings of (Burger, 2022). Moreover, the beta coefficients of collaborating style are positive with the job satisfaction. It indicate that

collaborating style has a positive impact on job satisfaction. This finding is similar to the findings of Aditya and Setyawan (2021).

Table 4 shows the estimated regression results of AS (Avoiding style), CS (Compromising style), ACS (Accommodating style), DS (dominating style), IS (Integrating style) and COS (Compromising style)) ratio on job satisfaction of Nepalese commercial banks.

Table 4

Estimated regression result of avoiding style, compromising style, accommodating style, dominating style, integrating style, collaborating style on job performance of Nepalese commercial banks

The results are based on panel data of 24 commercial banks with 128 observations by using the linear regression model and the model is $JP = \beta_0 + \beta_1 AS_{it} + \beta_2 CS_{it} + \beta_3 ACS_{it} + \beta_4 DS_{it} + \beta_5 IS_{it} + \beta_6 COS_{it} + e_{it}$ the dependent variable is JP (Job performance, in percentage). The dependent variables are JS (job satisfaction, in percentage) and JP (job performance, in percentage). The independent variables are AS (Avoiding style), CS (Compromising style), ACS (Accommodating style), DS (dominating style), IS (Integrating style) and COS (Compromising style).

Model	Intercept	Regression coefficients of						Adj. R _{bar} ²	SEE	F-value
		AS	CS	ACS	DS	IS	COS			
1	3.152 (11.527)**	0.289 (3.682)**						0.09	0.592	13.557
2	2.517 (0.446)		0.446 (5.429)**					0.183	0.56	29.469
3	3.053 (9.446)**			0.296 (3.411)**				0.077	0.5961	11.636
4	2.752 (8.685)**				0.380 (4.439)**			0.128	0.579	19.702
5	3.963 (12.867)**					0.051 (0.587)		0.005	0.622	0.344
6	3.031 (9.668)**						0.301 (3.590)**	0.086	0.5934	12.889
7	2.023 (5.819)**	0.023 (0.219)	0.392 (4.735)**					0.222	0.547	19.142
8	1.787 (4.623)**	0.186 (2.470)*	0.351 (4.019)**	0.119 (1.375)				0.228	0.545	13.482
9	1.432 (3.518)**	0.141 (1.852)	0.311 (3.563)**	0.089 (1.038)	0.209 (2.401)*			0.256	0.535	11.941
10	1.432 (3.518)**	0.131 (1.700)	0.323 (3.679)**	0.125 (1.369)	0.212 (2.434)*	0.095 (1.145)		0.258	0.534	9.84
11	1.256 (2.773)**	0.112 (1.482)	0.310 (3.586)**	0.121 (1.349)	0.181 (2.091)*	0.120 (1.469)	0.186 (2.376)*	0.285	0.524	9.453

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
- Job performance is dependent variable

Table 4 shows that the beta coefficients for avoiding style are positive with the job performance. It indicate that avoiding style has a positive impact on job performance. This finding is similar to the findings of Zakaria *et al.*, (2023). Similarly, the beta coefficients for accommodating style are positive with the job performance. It indicate that accommodating style has a positive impact on job performance. This finding is similar to the findings of Ndulue and Ekechukwu (2016). Further, the beta coefficients dominating style are positive with the job performance. It indicate that dominating style has a positive impact on job performance. This finding is similar to the findings of (Zurlo *et al.*, 2020). Likewise, the beta coefficients for integrating style are positive with the job performance. It indicate that

integrating style has a positive impact on job performance. This finding is similar to the findings of Noermijatji *et al.* (2019). Moreover, the beta coefficients of collaborating style are positive with the job performance. It indicate that collaborating style has a positive impact on job performance. This finding is similar to the findings of Islam and Rimi (2017).

4. Summary and conclusion

Banks are expected to execute their functions in a way that it increases confidence and stability. Commercial banks play an important role in the development of a country. A sound, progressive and dynamic banking system is a fundamental requirement for economic developments. Bank's profitability provides an important source of equity especially if reinvested into the business. A well designed and implemented financial management is expected to contribute positively to the creation of a firm's value. Performance refers to the task-oriented consequence or activity that exhibits how well these tasks or actions are finished by employees. The study also concludes that job satisfaction and job performance are the major determinants of profitability in Nepalese commercial banks.

This study attempts to examine the conflict management styles and staff job satisfaction in Nepalese commercial banks. The study is based on primary data of 128 respondents.

The major conclusion of this study is that avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style are positively correlated with job satisfaction and job performance in Nepalese commercial banks. This indicates that avoiding style, compromising style, accommodating style, dominating style, integrating style and collaborating style provided by commercials banks leads to the increase in job satisfaction and job performance of the commercial banks in Nepal. Finally, the study concludes that the most influencing factor is compromising style followed by dominating style and avoiding style that explains the staff job satisfaction and job performance in Nepalese commercial banks.

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