

Conflict Management Styles and Organizational Commitment: A Study Among Perbadanan Kemajuan Negeri Selangor Employees

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Abstract—Conflict in organization that occur cannot be avoided but it can be prevented. The best method of conflict prevention is by handling conflict efficiently to foster employees' to be committed to the organization. Therefore, the main objective of this study is to determine the relationship of conflict management style towards organizational commitment among Perbadanan Kemajuan Negeri Selangor (PKNS) employees. This is a cross-sectional study which was conducted with 245 repondents of PKNS employees. The sampling techniques for this study is simple random sampling. Survey questionnaires were used for collecting the data and all items in the questionnaire was adapted from the previous study which employed Rahim's Organizational Conflict Inventory-II (ROCI-II) to measure conflict management styles and Organizational Commitment Questionnaire (OCQ) to measure employees' organizational commitment. This instrument measures five styles of conflict management which are integrating, obliging, compromising, dominating, and avoiding style as independent variables and for organizational commitment is measure as dependent variable. Data were analyzed using Statistical Package Social Sciences (SPSS) version 29. The findings from factor analysis show that PKNS employees used integrating, compromising, dominating, and avoiding style in handling conflicts. Additionally, this study also reveals conflict management styles have a relationship toward organizational commitment.

Keywords— Conflict Management Style, Integrating, Obliging, Compromising, Dominating, Avoiding, Organizational Commitment.

I. INTRODUCTION

An organization is where many people work together in an institution for specific purposes, for instance like business or government department. There are three components in any form of organization which are the man, material, and money. In the organization employees come from different backgrounds such as education, race, religion, and expertise. Employees are the most important asset in an organization because without employees no organization can operate. (Hanif, Afzal, Hussain, & Gilani, 2019). It is very crucial to sustain employee commitment towards organization to reduce withdrawal behavior such as absenteeism and turnover. Organizational commitment is defined as an employee's attachment toward the organization. Organization commitment increase the organization growth and performance (Aziz, et al., 2021). The development of organizational commitment is strongly related to the inputs that the employee gets from the organization and closely connected to the outcome of the

relationship, the emotional between both parties that bond between organizational goals and employees. This interrelated relationship between organizational and employees can influence work performance, absenteeism, and job rotation (Herrera & Heras-Rosas, 2020). During the process of people working together in achieving organization goals, conflict may arise due to many reasons. Conflict should be managed effectively because it has a high impact on organizational commitment. When conflict is managed effectively and efficiently, it increases productivity, reduce turnover, and accomplish of organizational goals (Akhtar & Hassan, 2021). Accordingly, it needs understanding and diagnose in-depth to develop some solution in managing conflict effectively (Shields, 2021). In this study, Perbadanan Kemajuan Negeri Selangor (PKNS) is an organization in Selangor that serves citizens by providing affordable homes and residential areas. Generally, technology and property development have become more globalized, forcing PKNS to compete in the new market in order to thrive. This condition has increased competition in the organization's business environment. Particularly, competing to deliver better service is necessary to encourage employees' commitment towards the organization. Employees are very valuable assets in every organization because no organization can operate without employees. The competitive environment in organization may influence employee's behavior (Kalra, Agnihotri, Talwar, Rostami, & Dwivedi, 2020). Generally, while people are working together in achieving an organization's target, conflict may arise due to many reasons. According to the World Health Organization (WHO) year 2020 refers job-related stress has linked with employee unethical behavior such as disrespecting colleagues that lead to conflict in workplace. Conflict has powerful impact in the workplace which can destroy whole organization environment and employee commitment (World Health Organization, 2020; Kalra, Agnihotri, Talwar, Rostami, & Dwivedi, 2020). In this study, the turnover rate is increasing every year as well as absenteeism and medical leave record. This problem is related to the organizational commitment among the employees. Healthy work environment motivate employee to improve work productivity and put forth their best effort (Gramberg, Teicher, Bamber, & Cooper, 2020; Egerova & Rotenbornová, 2021). Therefore, the main objective of this study is to examine the relationship between

conflict management styles and organizational commitment used by PKNS employees. Specifically, to determine the relationship of integrating, obliging, compromising, dominating, and avoiding styles towards organizational commitment.

II. LITERATURE REVIEW

The Conflict Management Style (CMS)

Conflict management style is a method or strategies that coordinate an individual behavior in managing with conflict (Yaseen, El Refae, Dajani, & Ghanem, 2021). Identifying and understanding the cause of conflict is a key point for resolving conflicts. Alternative solutions can be used to resolve conflict when the cause has been identified. When conflict is poorly managed accordingly will establish a failure of trust and decrease the productivity of employees. (Wen & Qi, 2020). Some of the earliest theories build in 1995 by Rahim and Magner described the five styles of conflict management as integrating, obliging, compromising, dominating, and avoiding styles. Accordingly, Rahim and Bonoma (1979) categorized the conflict management style into two dimensions. The first dimension is concern for self that explains the level of high or low to which a person tries to satisfy their own needs. Meanwhile, the second dimension elaborates the level of high or low to which a person tries to satisfy and concern for others need. Figure 1 shows the two dimensions combining the five styles of conflict management. (Rahim & White, 1999; Kok & Siripipatthanakul, 2023).

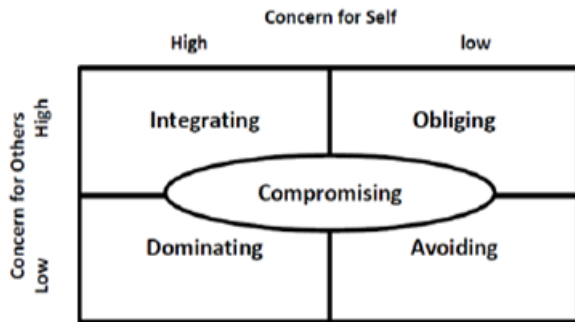


Figure 1: Rahim Two-Dimensional Conflict Management Styles (Rahim & Bonoma, 1979; Rahim M. A., 1983; Kok & Siripipatthanakul, 2023)

Integrating

Integrating style includes high concern for others and oneself and also known as collaboration and problem-solving style. This style involves cooperation between both parties to gain satisfactory and win-win situation (Shabani, Behluli, & Qerimi, 2022).

Obliging

Obliging style is also known as accommodating style that express low concern for self and concern for others (Shabani, Behluli, & Qerimi, 2022). This style gives the chance to other parties to set problem-solving which allows them to make decisions. Individual who practices obliging style is mainly putting the needs of others (Dermaku & Balliu, 2021).

Compromising

Compromising style is aimed to find solution that is acceptable and satisfies by both parties in a situation (Chandolia & Anastasiou, 2020). Both parties offer solution and receives each other that can benefits all parties (Dermaku & Balliu, 2021).

Dominating

Dominating is also known as controlling or competitive where the situation brings about a winner-loser. This style shows high concern for self and low concern for other which ignoring the needs of other people insisting to be a winner at all costs (Shabani, Behluli, & Qerimi, 2022). Dominating style is where a person effectively justifies their strategy is fair by choosing a powerful position or by employing an authoritarian strategy based on command and control. Dominating style is suitable to use for leaders in controlling aggressive conflict and situation (Akhtar & Hassan, 2021).

Avoiding

Avoiding is a conflict management style where individual is ignoring and withdraw the conflict due to fear and lack of confidence in finding solution in managing conflict (Chandolia & Anastasiou, 2020). Individual who practices avoiding style show low concern for individual needs which developing stressful work environment (Shabani, Behluli, & Qerimi, 2022).

Organizational Commitment

Organizational commitment is defined as employee personality character that associate with organization. In 1974, Porter et al describe employee commitment as attachment toward the organization and voluntarily giving more effort or attention in achieving organization goals. Additionally, Mowday et. Al. (1982) defined organizational commitment is demonstrated by employees' duties toward the organization's goals, their willingness to participate and their desire to remain as members of the organization. Employees will remain committed until a stressful circumstance prompts them to act a cost-benefit analysis to leave the company (Novitasari, Asbari, Wijaya, & Yuwono, 2020). In addition, Meyer, and Allen (1984) describe organizational commitment as a two-dimensional concept that comprise affective commitment and continuance commitment. The affective commitment is referred as employees' good feeling and readiness to form an emotional attachment with the company, whereas continuance commitment is defined as employees' emotion to be committed to the company because of the implication they have to deprive for quitting from the organization. Individuals with continuance commitment stay with the company because of the benefits and money they earn as a return from the time spent in the company. Accordingly, in 1990 Meyer and Allen introduce organizational commitment with the three-dimensional model. The third dimension is classify as normative commitment which defined as employees' sense of obligation to remain in the organization and they feel staying in the organization is the right decision (Alrowwad, Almajali, Masa'deh, Obeidat, & Aqqad, 2020; Georges, 2020). Organizational commitment is essential and very important to

acknowledge the connection that is made between employees and organizations which motivate employees to achieve the best performance for organizations (Amran, Mohd Firdaus Kazako, Aminuddin, Hairuddin, & Zakaria, 2021).

Conflict Management Style and Organizational Commitment

Conflict management is very important in order to develop a high-performance team. The effect of conflict in organization is rely on how individual manage the conflict and able to diagnose why it occurs which require them to find solution and adopt particular conflict management style (Nurhamzah, Abdillah, Fahrizzaman, & Widodo, 2022). When conflicts are handled well and promptly, organizations experience higher productivity, lower turnover, and the achievement of their goals and strengthen organizational commitment. Additionally, the application of adequate conflict management techniques also brings many beneficial results by encouraging employee’s creative potential, their ability to learn more effectively, commitment with organization and ability to build teamwork. Empirical studies were found conflict management styles have relationship with organizational commitment. Specifically, in the study result shows integrating, obliging, and compromising styles would have significant positive relationship with organizational commitment (Akhtar & Hassan, 2021). Moreover, another study also found strong positive relationship exists between conflict management styles and organizational commitment and only integrating style had an effect on the organizational commitment (Agbakwuru & Yusuf, 2021).

Conceptual Framework

The conceptual framework represents the five styles of conflict management and organizational commitment. The independent variable is the conflict management style viewed as integrating, obliging, compromising, dominating, avoiding and for the dependent variable is labelled as organizational commitment as shown in Figure 2.

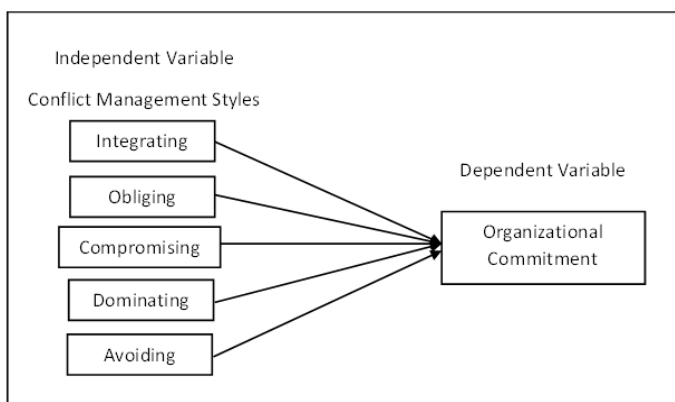


Figure 2: Conceptual Framework
Source: Adapted from (Akhtar & Hassan, 2021)

III. METHODOLOGY

This study implemented quantitative methods and cross-sectional study. The population of this study is from Perbadanan Kemajuan Negeri Selangor (PKNS) employees

which come from different background, department and hold various positions. The sampling techniques used for this study are simple random sampling techniques. A total of 245 respondents of PKNS employees were involved in this study. Data was collected by distributing the survey with a close-ended questionnaire using Likert Scales of five-point. Additionally, this research uses two separate questionnaires which consist of two different variables which are conflict management style and organizational commitment. The independent variable instrument is modified and developed from Rahim Organizational Conflict Inventory II (ROCI II) Form C (peers) which was developed by Rahim Afzalur (1983). Meanwhile for dependent variable, organizational commitment instrument is measured using Meyer and Allen (1997) Organizational Commitment Questionnaire (OCQ). Respondents were guaranteed the privacy of personal data and that would be used for research purposes only. In this study, Statistical Package Social Sciences (SPSS) version 29 is employed to analyze and provide findings from the collected data.

IV. DISCUSSION

This study aimed to evaluate the relationship between conflict management styles and organizational commitment on PKNS employees. In addition, this study also wanted to examine the effect of conflict management style on organizational commitment. The result of this study discovered that conflict management style is statistically significant relationship toward organizational commitment with value at $p=0.001$. The p-value which is below 0.05 is considered statistically significant between dependent variable and independent variables (Khan, 2021; Evans, 2023). The results were also found that conflict management style of integrating, compromising, dominating, and avoiding style has relationship with organizational commitment. The result of this study is supported by previous study that integrating, obliging, and compromising style have significant positive relationship with organizational commitment. Employees who practice these styles were highly committed to the organization. However, this study was also found obliging style has no relationship with organizational commitment among PKNS employees. Existing literature has also discovered that the use of dominating and avoiding style can reduce the commitment towards organization (Akhtar & Hassan, 2021). Additionally, past studies have found that only integrating style has an effect on organizational commitment. According to the study it indicates using an integrating style in in handling conflict enables employees to collaborate with their superiors to resolve conflict which it will increase their loyalty to the organization (Agbakwuru & Yusuf, 2021). A study investigated the relationship between school leaders’ conflict management styles and organizational commitment. It was discovered school leader frequently used dominating (controlling) style in managing conflict followed by compromising and integrating (collaborating) style (Pastrana, Wagan, & Nuqui, 2021). Therefore, it is advisable for human resource departments to take charge of consistently enhancing employees’ interpersonal abilities and understand of conflict

management. It can be enforced by helping employees understand the advantages and disadvantages of the five styles conflict management and applying the appropriate style based on the circumstances (Aoun, Mubarak, & Hasnan, 2020).

V. CONCLUSION

Overall, it can be summarizing the result had achieve the objectives of this study. Four styles from the conflict management styles were found significantly predict towards organizational commitment which are integrating, compromising, dominating, and avoiding styles. Additionally, PKNS employees' conflict management styles are partly related to organizational commitment. Hence, PKNS employees with higher style of integrating and compromising have greater organizational commitment in terms of value-effort and loyalty (Agbakwuru & Yusuf, 2021; Akhtar & Hassan, 2021). Meanwhile, the practice of dominating style among employees decreases the commitment to the organizational because this style applies upon directive and controlling for the fulfillment of one party. The use of dominating strategy is fine when the other person or group tends to make dangerous judgements which may lead to highly negative outcomes. Similarly, avoiding style also lowers the employees' organizational commitment because it fails to develop relationships among workers consequently impossible for them to form effective teams. Correspondingly, avoiding style is inappropriate because the conflict is not solved and remain when a person is avoiding the problem (Akhtar & Hassan, 2021). Generally, conflict has both beneficial and negative effects, despite the fact that it is typically thought of as dysfunctional. However, conflict that is effectively managed by employees motivates innovation and fair competition as well as teamwork and variety of interests. It also generates a productive workplace that will improve employees' satisfaction and gives benefits to the organizations and employees' (Eke, Chika, Akintokunbo, & Odunayo, 2020). According to research in Kelantan, Malaysia advice Human resources department should also identify the values that employees can convey and take into consideration to increase employees' engagement to the organization (Amran, Mohd Firdaus Kazako, Aminuddin, Hairuddin, & Zakaria, 2021).

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