


**CONFLICT MANAGEMENT STYLES AND ORGANIZATIONAL COMMITMENT: A STUDY
AMONG PERBADANAN KEMAJUAN NEGERI SELANGOR EMPLOYEES**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 June 2023</p> <p>Accepted 14 September 2023</p>	<p>Purpose: This study aims to determine how employees manage with conflict and their commitment towards the organization.</p> <p>Theoretical framework: The conflict management style and organizational commitment theory was applied in this study.</p>
<p>Keywords:</p> <p>Conflict Management Style; Integrating; Obliging; Compromising; Dominating; Avoiding; Organizational Commitment.</p>	<p>Design/Methodology/Approach: A sample of 245 respondent from PKNS employees was used in this cross-sectional study. Data was collected using simple random sampling by distributing close-ended questionnaire. All items in survey questionnaire were adapted from Rahim’s Organizational Conflict Inventory-II (ROCI-II) to measure conflict management styles as independent variable which are integrating, obliging, compromising, dominating and avoiding style. Meanwhile, organizational Commitment Questionnaire (OCQ) were used to measure employees’ organizational commitment. Data obtained were measure with the aid of Statistical Package Social Sciences (SPSS) version 29.</p> <p>Findings: Result obtained from the analysis showed that integrating, compromising, dominating and avoiding style of conflict management is statistically significant relationship on organizational commitment. Accordingly, the analysis also shows that conflict management styles has relationship toward organizational commitment.</p>
	<p>Research, Practical & Social implications: This research will be useful to the current problem with conflict management. It will provide an additional in-depth overview of the factors involved in handling conflict and their relation to organizational commitment at all organizational levels. Fostering a good relationship among the employees will create a harmony work environment and give sense of respect between individual. This is a path that lead to a successful business and organization.</p> <p>Originality/Value: This study presents an advance knowledge to the current literature on handling conflict and organizational commitment. Additionally, the findings from this study will help employees in abilities to manage conflict and further understanding on organizational commitment through conflict management.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i9.3568</p>

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ESTILOS DE GESTÃO DE CONFLITOS E COMPROMISSO ORGANIZACIONAL: UM ESTUDO ENTRE FUNCIONÁRIOS DE PERBADANAN KEMAJUAN NEGERI SELANGOR

RESUMO

Objetivo: Este estudo tem como objetivo determinar como os funcionários gerenciam os conflitos e seu comprometimento com a organização.

Referencial teórico: Neste estudo foram aplicados o estilo de gestão de conflitos e a teoria do comprometimento organizacional.

Desenho/Metodologia/Abordagem: Uma amostra de 245 entrevistados de funcionários da PKNS foi utilizada neste estudo transversal. Os dados foram coletados por amostragem aleatória simples, mediante distribuição de questionário fechado. Todos os itens do questionário da pesquisa foram adaptados do Inventário de Conflitos Organizacionais-II (ROCI-II) de Rahim para medir os estilos de gestão de conflitos como variáveis independentes que são os estilos de integração, obrigação, comprometimento, domínio e evitação. Enquanto isso, o Questionário de Comprometimento Organizacional (OCQ) foi utilizado para medir o comprometimento organizacional dos funcionários. Os dados obtidos foram mensurados com auxílio do Statistical Package Social Sciences (SPSS) versão 29.

Resultados: O resultado obtido na análise mostrou que integrar, comprometer, dominar e evitar o estilo de gestão de conflitos é uma relação estatisticamente significativa no comprometimento organizacional. Nesse sentido, a análise também mostra que os estilos de gestão de conflitos têm relação com o comprometimento organizacional.

Implicações de pesquisa, Práticas e Sociais: Esta pesquisa será útil para o problema atual de gestão de conflitos. Ele fornecerá uma visão geral adicional e aprofundada dos fatores envolvidos no tratamento de conflitos e sua relação com o comprometimento organizacional em todos os níveis organizacionais. Promover um bom relacionamento entre os funcionários criará um ambiente de trabalho harmonioso e dará um senso de respeito entre os indivíduos. Este é um caminho que leva a um negócio e organização de sucesso.

Originalidade/Valor: Este estudo apresenta um conhecimento avançado da literatura atual sobre como lidar com conflitos e comprometimento organizacional. Além disso, as conclusões deste estudo ajudarão os funcionários a lidar com conflitos e a compreender melhor o comprometimento organizacional por meio da gestão de conflitos.

Palavra-chave: Estilo de Gestão de Conflitos, Integração, Obrigação, Comprometimento, Dominação, Evitação, Comprometimento Organizacional.

ESTILOS DE GESTIÓN DE CONFLICTOS Y COMPROMISO ORGANIZACIONAL: UN ESTUDIO ENTRE EMPLEADOS DE PERBADANAN KEMAJUAN NEGERI SELANGOR

RESUMEN

Propósito: Este estudio tiene como objetivo determinar cómo los empleados manejan los conflictos y su compromiso hacia la organización.

Marco teórico: En este estudio se aplicó la teoría del estilo de gestión de conflictos y del compromiso organizacional.

Diseño/Metodología/Enfoque: En este estudio transversal se utilizó una muestra de 245 empleados de PKNS. Los datos se recopilaron mediante muestreo aleatorio simple mediante la distribución de un cuestionario cerrado. Todos los ítems del cuestionario de la encuesta fueron adaptados del Inventario de Conflictos Organizacionales-II de Rahim (ROCI-II) para medir los estilos de manejo de conflictos como variables independientes que son estilo integrador, obligado, comprometido, dominante y evitador. Mientras tanto, se utilizó el Cuestionario de Compromiso Organizacional (OCQ) para medir el compromiso organizacional de los empleados. Los datos obtenidos se midieron con la ayuda del Statistical Package Social Sciences (SPSS) versión 29.

Hallazgos: Los resultados obtenidos del análisis mostraron que integrar, comprometer, dominar y evitar el estilo de gestión de conflictos es una relación estadísticamente significativa sobre el compromiso organizacional. En consecuencia, el análisis también muestra que los estilos de gestión de conflictos tienen relación con el compromiso organizacional.

Investigación, Implicaciones prácticas y Sociales: esta investigación será útil para el problema actual de la gestión de conflictos. Proporcionará una descripción adicional en profundidad de los factores involucrados en el manejo de conflictos y su relación con el compromiso organizacional en todos los niveles organizacionales. Fomentar una buena relación entre los empleados creará un ambiente de trabajo armonioso y dará una sensación de respeto entre las personas. Este es un camino que conduce a una empresa y una organización exitosas.

Originalidad/Valor: Este estudio presenta un conocimiento avanzado de la literatura actual sobre el manejo de conflictos y el compromiso organizacional. Además, los hallazgos de este estudio ayudarán a los empleados a mejorar su capacidad para gestionar conflictos y a comprender mejor el compromiso organizacional a través de la gestión de conflictos.

Palabra clave: Estilo de Gestión de Conflictos, Integrar, Obligar, Comprometer, Dominar, Evitar, Compromiso Organizacional.

INTRODUCTION

Every organization require a team that are highly committed to the organizations goals and balanced toward organization and work. Organizational commitment is defined as the level to which individuals engage with the organization where they work, the responsibility they carried, demonstrate and their intention to leave the organization (Herrera & Heras-Rosas, 2021). Employee commitment in organization is very crucial in predicting performance which measures employee satisfaction that assumes to be one of the prior of commitment. This is particularly relevant for employee's turnover which primarily caused by poor of commitment (Meixner, 2020). The development of organizational commitment is closely tied to the inputs that the employee receives from the organization, the outcomes of their interaction, and the emotional connection between the organization's goals and values and the employee (Herrera & Heras-Rosas, 2021). This two-way relationship between employees and organization can have an impact on job performance, absenteeism and job rotation. Continuous development in economic, social and technology have raised the uncertainty to the work environment in organization. Accordingly, there is a chance of conflict at the workplace due to this uncertainty (Egerová & Rotenbornová, 2021). Conflict is defined as a serious disagreement between individuals or more parties during the process of arising out of a different opinion, interests, understanding or perceptions (Taur, et al., 2022). Workplace conflict can exist between workers, a worker and a manager or between teams in all operation areas in the organization. The existence of conflict can give negative and positive impact to the employees' and organizations. Conflict is also associated with serious implication on employees in absenteeism, decreased job motivation, anxiety, frustration and even psychological distress (Egerová & Rotenbornová, 2021). Conflict should be managed effectively because it has 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).

In this study, Perbadanan Kemajuan Negeri Selangor (PKNS) is an organization development corporation in Selangor State that was established in 1964. The establishment of PKNS aims to provide a dynamic and continuous living environment over sustainable innovation, service that go beyond expectation, committed and competent human capital. In this era of globalization, science technology and property development have become more

worldwide, pushing PKNS to strive in the market in order to survive in business. Consequently, the business environment of the organization is now more competitive. Therefore, it is essential to nurture employee's commitment in order to provide better service for the organization (Kalra, Agnihotri, Talwar, Rostami, & Dwivedi, 2020). Particularly, during the process to achieve organization's goals, conflict may arise between employees or even with the managers due to many reasons. World Health Organization (WHO) year 2020 indicate that job-related stress has linked with employee unethical behavior for instance rude behavior towards colleagues that can lead to conflict in workplace (World Health Organization, 2020; Kalra, Agnihotri, Talwar, Rostami, & Dwivedi, 2020). Neglecting in managing conflict is equally neglecting employees' relationship and loyalty towards organization. Lack of harmonious and negative work environment giving the chance to employees in leaving the organization without consideration. In PKNS, the frequency of absenteeism and medical leave among employees is one to twice every week and turnover rate is increasing yearly. Therefore, the major objectives in this study is to identify the relationship between conflict management styles and employees organizational commitment among PKNS. Specifically to find out the relationship of five styles of conflict management styles which are integrating, obliging, compromising, dominating and avoiding towards organizational commitment among PKNS employees.

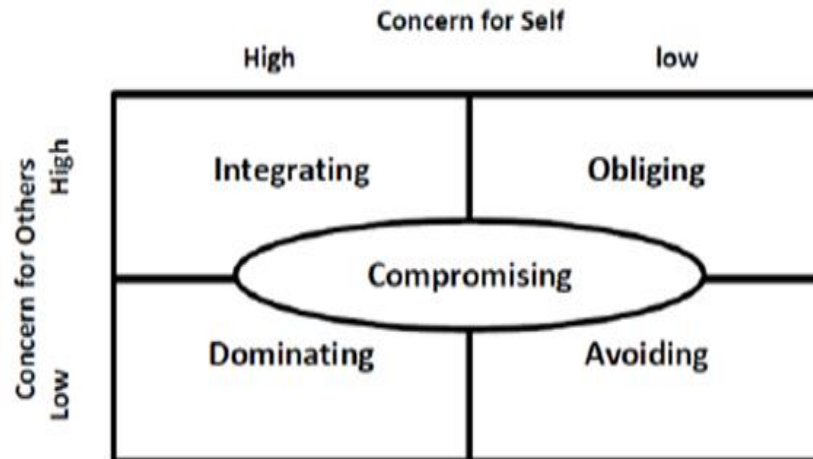
LITERATURE REVIEW

Conflict Management Styles (CMS)

When a large number of people are working together, conflicts are unavoidable (Taur, et al., 2022). Therefore, conflict management style is a strategy on how individual handle with conflict. (Yaseen, El Refae, Dajani, & Ghanem, 2021). One of the most important steps in handling conflict is determining and comprehending the root of the cause. Conflict can be resolved in many ways once the main cause has been determined. When conflict is poorly handled, it leads to a breakdown in trust and lowers staff productivity (Wen & Qi, 2020). Accordingly, several theories have been developed to explain conflict management styles. However, the main theory that has been generally accepted is known as two dimensional model with five style of conflict management. Rahim and Magner (1995) describe the five style as integrating, obliging, compromising, dominating and avoiding style. Later, conflict management style was classify into two dimensions by Rahim and Bonoma (1979). The first dimension is categorized as concern for self which explain an individual tries to meet their own needs while the second dimension is categorized as concern for others which explain an

individual tries to meet others need and requirements (Rahim & White, 1999; Kok & Siripipatthanakul, 2023). Figure 1 shows the two dimensional model with five style of conflict management.

Figure 1: Rahim Two-Dimensional Conflict Management Styles



Source: Rahim & Bonoma, 1979; Rahim, A measure of styles of handling interpersonal conflict, 1983; Kok & Siripipatthanakul, 2023

Integrating Style

Based on figure 1, integrating style involve in high concern for self and high concern for others during conflict. Integrating illustrate the ability of a person to comply with others to get a solution that satisfy both parties (Rahim, 2023). 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).

Obliging Style

Obliging style include a low concern for self and high concern for others which is also known as accommodating style. This approach includes elements of self-sacrifice and willingness since it aims to reduce common disagreements and satisfy the other party (Shabani, Behluli, & Qerimi, 2022). Obliging style also means neglecting own self by focusing on other's needs. Individual who practice obliging style have features want to be acknowledge and supported by other which expressing their needs indirectly (Dermaku & Balliu, 2021).

Compromising Style

Compromising style or negotiation is a method where both parties offers and accept solution at the same time to reduce problems that give benefit on both parties (Dermaku & Balliu, 2021). Individual with compromising style have high skill on bargaining in order to satisfy all parties (Aoun, Mubarak, & Hasnan, 2020).

Dominating Style

Dominating style involve high concern for self and low concern for others which brings a situation of winner-loser. This style is also known as competitive style or controlling style that neglecting others needs and demand to be a winner without any consideration (Shabani, Behluli, & Qerimi, 2022). Dominating style is applicable for manager and leaders to use on uncontrolled conflict situation (Akhtar & Hassan, 2021).

Avoiding Style

Avoiding style means low concern for self and low concern for others which a person that involve with conflict tend to withdraw or ignore the situation. An individual who choose avoiding style in handling conflict are fear and low of confidence in solving conflicts (Chandolia & Anastasiou, 2020). Consequently, avoiding style will leave the conflict unresolved (Aoun, Mubarak, & Hasnan, 2020).

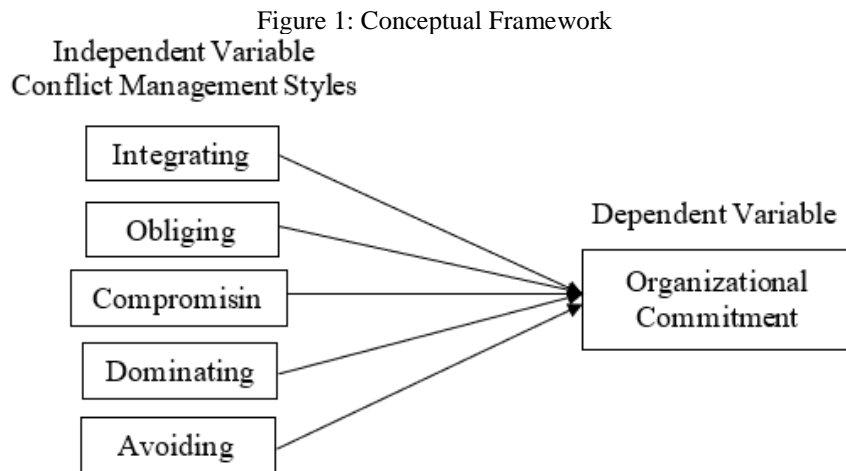
Organizational Commitment (OC)

Organizational commitment is defined as employees' strong desire to stay in the organization and willingness to carry out work responsibility to achieve organizational goals (Vickovic & Morrow, 2020). Accordingly, another definition of organizational commitment is describe as a psychological attachment between an employees toward the organization which involve employees' personality and emotions (Muda & Fook, 2020). In 1974, Porter et.al. describe organizational commitment as the connection between employees and organization specifically employees' are willingly give more attention in accomplishing organization goals (Novitasari, Asbari, Wijaya, & Yuwono, 2020). During the process of developing the theory of organizational commitment, Meyer and Allen (1984) illustrate organizational commitment with two-dimensional concept which consist of affective commitment and continuance commitment. The affective commitment is describe as employees are more likely to be effectively devoted if they feel supported, treated properly, and respected by their organization. Meanwhile,

continuous commitment is describe when an employee understands they will lost benefits in the organization and need to stay in the organization without any option (Meixner, 2020). In other words, continuous commitment is related with the cost if leaving the company (Vickovic & Morrow, 2020). Additionally, Meyer and Allen (1991) develop a model with three-dimensional of organizational commitment. The third dimension is introduce as normative commitment which explain as employees' sense of perceived obligation to continue employment in the organization and belief that doing so is the best decision. Normative commitment employees are estimated to give good contribution to the organization (Meyer & Allen, 1991; Alrowwad, Almajali, Masa'deh, Obeidat, & Aqqad, 2020).

Conflict Management Style (CMS) and Organizational Commitment (OC)

The implementation of effective conflict management style leads to many beneficial results by encouraging employees' creativity, ability to enhance learning, psychological health, organizational commitment and developing strong teamwork (Akhtar & Hassan, 2021). Employees who are committed have lower turnover rates, more satisfied with their work and basically, feel determine to complete assignments that assign to them. They are often thought to be more effective and likely less to make mistakes (Meixner, 2020). An empirical study found conflict management styles has relationship with organizational commitment. The study shows integrating, obliging and compromising style is significant positive relationship with organizational commitment (Akhtar & Hassan, 2021). Another study of conflict management style and organizational commitment found only integrating style has an effect towards organizational commitment (Agbakwuru & Yusuf, 2021). Additionally, a study conducted between school leader and teachers indicate that school leaders are favored to use on dominating style (controlling style) followed by integrating and compromising styles (Pastrana, Wagan, & Nuqui, 2021). Figure 2 shows the conceptual framework which consist of five conflict management styles and organizational commitment. The conflict management style represents for the independent variable, however, organizational commitment is labelled as dependent variable.



Source: (Akhtar & Hassan, 2021)

According to the literature review and conceptual framework in Figure 2, five hypotheses were proposed:

- H1: Integrating style has significant relationship with organizational commitment.
- H2: Obliging style has significant relationship with organizational commitment.
- H3: Compromising style has significant relationship with organizational commitment.
- H4: Dominating style has significant relationship with organizational commitment.
- H5: Avoiding style has significant relationship with organizational commitment.

METHODOLOGY

In this study, quantitative methods of data collection and analysis were implemented. Additionally, the time horizon for this research design is cross-sectional study. The unit of analysis for this study is individual where the population is from Perbadanan Kemajuan Negeri Selangor (PKNS) employees. Sampling technique for this study is simple random sampling which fall under probability sampling. Data was collected from 245 employees by distributing survey questionnaires. The survey is close-ended questionnaire using five-point Likert Scales. The questionnaires consist of three sections which are demographic, conflict management style and organizational commitment. The independent variable questionnaire is adapted from Rahim Organizational Conflict Inventory II (ROCI II) Form C (peers) which was developed by Rahim Afzalur (1983) for conflict management style. However, dependent variable questionnaire is measured using Meyer and Allen (1997) Organizational Commitment Questionnaire (OCQ). Respondents were assured that their personal information would be kept

private and used solely for this study purposes. Statistical Package Social Sciences (SPSS) version 29 were used in this study to analyze and provide findings from the obtained data.

RESULT AND ANALYSIS

Demographic Data

Table 1 shows the socio-demographic of the respondents. Based on Table 1, 52.7% respondents are from male and 47.3 were female respondents from PKNS employees. The age category shows most respondents are from 31 to 40 years old with percentage of 56.3%. This finding shows that most of PKNS employees are age within 31 to 40 years old. As regards the service group, 78% percent respondents are from supporting level followed by the management and professional group with 18% percent. The respondents marital status are 87.3% married, 11% single and 1.6% are other status. Most of the respondents race are 99.2% Malay and 0.8% are Indian respondents. Concerning the working experience in current organization, 7.8% have worked in the organization, 34.7% are within 6 to 10 years' service, 24.5% within 11 to 15 years, 10.2% within 16 to 20 years while 22.9% are more than 20 years' service.

Table 1: Demographic data

Demographic Information		Frequency	Percentage (%)
Gender	Female	116	47.3
	Male	129	52.7
Age	Below 30 years old	27	11
	31 to 40 years old	138	56.3
	41 to 50 years old	47	19.2
	51 years old and above	33	13.5
Service Group	Supporting	191	78
	Management and Professional	44	18
	Higher Management	7	2.9
	Others	3	1.2
Marital status	Single	27	11
	Married	214	87.3
	Others	4	1.6
Race	Malay	243	99.2
	Indian	2	0.8
Working experience in current organization	Less than 5 years	19	7.8
	6 -10 years	85	34.7
	11 - 15 years	60	24.5
	16 - 20 years	25	10.2
	More than 20 years	56	22.9

Source: Authors Data

FACTOR ANALYSIS

Factor Analysis for Organizational Commitment

Table 2 present the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity for dependent variable that is organizational commitment. The KMO result shows the value was 0.84 which obviously indicate that the items were interconnected. Meanwhile the Barlett's Test of Sphericity were statistically significant at value $p=0.00$ which shows that the matrix correlation is indeed different from an identity matrix. Therefore, the result obtained were acceptable and excellent data set.

Table 2: KMO and Bartlett's Test of Sphericity of Organizational Commitment

Factorability Assessment		Results
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.84
Bartlett's Test of Sphericity	Approx. Chi-Square	1457.175
	df	66
	Sig.	0.00

Source: Authors Data

Factor Analysis for Conflict Management Style (CMS)

Table 3 present the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity for conflict management style, the independent variable. The KMO result was 0.83 which obviously indicate that the items were interconnected. Meanwhile the Barlett's Test of Sphericity were statistically significant at value $p=0.00$ which shows that the matrix correlation is indeed different from an identity matrix. Therefore, the result obtained were acceptable and excellent data set.

Table 3: KMO and Barlett's Test of Sphericity for Conflict Management Style

Factorability Assessment		Results
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.83
Bartlett's Test of Sphericity	Approx. Chi-Square	3605.088
	df	325
	Sig.	0.00

Source: Authors Data

Reliability Test

A reliability test is to measure the developed questionnaire instrument stability and consistency. The reliability test is measure as Cronbach Alpha and the acceptable value for good reliability is above 0.70 (Nunnally, 1978; Mat Nawi, A.Tambi, Samat, & Wan Mustapha, 2020). In this study, the overall questionnaire instrument has good reliability between values from 0.70 to 0.92. Therefore, since the reliability value is satisfied, it means that the respondents understand of all items in the survey questionnaire.

Table 4: Reliability test of integrating, obliging, compromising, dominating, avoiding and organizational commitment

Variables	Total Item	Reliability (α)
Integrating	7	.92
Obliging	6	.83
Compromising	2	.84
Dominating	5	.83
Avoiding	6	.77
Organizational Commitment	12	.70

Source: Authors Data

Correlation Analysis

Correlation analysis is performed to determine the strength of relationship between dependent variable and independent variables (Kumar & Gautam, 2020). The result find out there are positive significant correlation between organizational commitment with integrating, obliging, dominating and avoiding style. Meanwhile, result for compromising style do not significant and low correlation toward organizational commitment.

Table 5: Pearson's correlation analysis for integrating, obliging, compromising, dominating and avoiding with organizational commitment

Variable	Organizational Commitment	
	Sig. Value	Pearson Correlation (r value)
Integrating	.00	.29*
Obliging	.02	.14*
Compromising	.31	.06
Dominating	.03	.13
Avoiding	.00	.26

Source: Authors Data

Regression Analysis

Regression analysis is a statistical method to estimate the relationship effect between dependent variable and independent variables. Therefore, multiple regression analysis is to examine the five hypotheses in this study. According to Table 6 Model Summary, the adjusted R square is revealed at 0.131 which means that 13.1% of the variations in the organizational commitment which is the dependent variable can be explained to all independent variables (conflict management style) in this study. An R-squared model with value between 0.10 to 0.50 is considered good if most or certain of the explanatory variables is statistically significant. In other words, it should count on the statistically significant of the explanatory variable in a model to conclude whether the model is acceptable or not (Ozili, 2023). Table 7 shown the ANOVA result, the F-statistics is seen at 8.330 with p-value 0.001. It is reported that p-value 0.001 is statistically significant regression model.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.385	.148	.131	.44536

a. Predictors: (Constant), AVOID, DOM, COMP, OBL, INTEG

b. Dependent Variable: OC

Source: Authors Data

Table 7: ANOVA^a

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.262	5	1.652	8.330	.001 ^b
	Residual	47.405	239	.198		
	Total	55.666	244			

a. Dependent Variable: OC

b. Predictors: (Constant): AVOID, DOM, COMP, OBL, INTEG

Source: Authors Data

Furthermore, Table 8 shows the result of five hypotheses in this study. Specifically, the result indicates that integrating style has a p-value of 0.001, obliging style has p-value 0.641, meanwhile, compromising style has p-value 0.028, dominating has a p-value 0.023 and avoiding style has a p-value 0.007. From this analysis, it is clear that integrating style, compromising, dominating and avoiding style has p-value less than the significance level of 0.05. This shows that hypotheses one, three, four and five (H1, H3, H4 and H5) are accepted in this study. Meanwhile, hypotheses two (H2) obliging style were rejected since the p-value is over the acceptance significance level of 0.05. Hence, it can be concluded that integrating style, compromising, dominating and avoiding style has an effect on organizational commitment among PKNS employees.

Table 8: Coefficients^a

Variable	Unstandardized B	Standardized Coefficients Beta	t	Sig.
Integrating	.258	.306	4.325	.001
Obliging	.024	.032	.466	.641
Compromising	-.100	-.160	-2.204	.028
Dominating	.082	.144	2.283	.023
Avoiding	.130	.177	2.704	.007

a. Dependent Variable: OC

Source: Authors Data

DISCUSSION OF FINDINGS

The main objective of this study is to examine the relationship of conflict management style and organizational commitment among Perbadanan Kemajuan Negeri Selangor (PKNS) employees. In addition, it also sought to determine the relationship between conflict management styles of integrating, obliging, compromising, dominating and avoiding style on

the organizational commitment. Therefore, five objectives were formulated in this study. In this study, descriptive statistics (frequencies and percentage) and inferential statistics (regression and correlation) were used to achieve the objectives of this study. The result captured from multiple regression analysis indicate that only obliging style have no significant relationship on organizational commitment among PKNS employees. This result is supported with (Agbakwuru & Yusuf, 2021) study which also found that obliging is not significant on organizational commitment. Meanwhile, integrating, compromising, dominating and avoiding style has significant relationship on organizational commitment of PKNS employees. However, a study contradicts this finding that only integrating, compromising and dominating style has relationship on organizational commitment, while avoiding style is found to be not significant on organizational commitment (Pastrana, Wagan, & Nuqui, 2021). Accordingly, through correlation analysis integrating style is found as the strongest relationship among the conflict management style towards organizational commitment through. Employees who use integrating style are likely to be more committed to the organization, which subsequently allowed them to form stronger organization and encourage cooperativeness. Moreover, practicing compromising style in handling conflict will increase the dedication of the employees towards the organization (Agbakwuru & Yusuf, 2021). Past literature were also found that practicing dominating and avoiding style is potentially lower organizational commitment among employees (Akhtar & Hassan, 2021).

CONCLUSION

According to the findings in this study, it can be summarize that conflict management styles are crucial in fostering organizational commitment as found in existing study which there is a strong direct correlation relationship between organizational commitment and five style of conflict management (Alshehri, 2022). Through this study, data collected from the respondent were generate and it revealed that PKNS employees are practicing integrating style, compromising, dominating and avoiding style in handling conflict. In order to manage conflict, the organization should maintain relationship through discussion, cooperation, adaptability, and establishing trust in a harmony work environment (Abou Ramadan & Eid, 2020). Conflicts that are not managed will make it more difficult to attain organizational objectives and distributing negative energy among the work environment (Shabani, Behluli, & Qerimi, 2022). After all, although conflict is often seen as dysfunctional, it can have both positive and negative outcomes. However, employees who successfully handle conflict basically evolve creativity,

better teamwork, and a diversity of interests. Additionally, it creates efficient workplace that will raise employee sense of satisfaction and give advantage to both organization and employees (Eke, Chika, Akintokunbo, & Odunayo, 2020).

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