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Abstract

This paper investigates the impact of conflict management on organizational performance in non-governmental organizations operating in Nangarhar. Conflict management is the independent variable, while organizational performance is the dependent variable. The findings suggest that effective conflict management is positively related to organizational performance, indicating that managing conflicts effectively is crucial for achieving NGO success. The study highlights the importance of conflict management in enhancing organizational outcomes, improving communication, and fostering a positive work environment. Furthermore, it suggests that NGOs should prioritize conflict management strategies, such as training programs and conflict resolution mechanisms, to improve their performance and achieve their goals effectively.

Keywords: Conflict Management, Organizational Performance, NGO Sector, Nangarhar

1. Introduction

Conflict is inevitable in every society and organization, and it occurs within groups, individuals, organizations, government, and even among family members. Conflict between groups or organizations can potentially improve team dynamism (Mary Ann, 2000). Effective conflict management skills are necessary for managing conflicts in any organization to ensure efficient and effective performance. Therefore, mutual co-existence and understanding among organization members are essential. However, conflict within an organization can emerge due to individuals, differences, ambitions or villainy between sub-groups or factions (Paul, 2018). Conflict is generated from emotion and frustration and has a detrimental impact on group or organizational outcomes, i.e. information processing ability. Additionally, conflict affects cognitive functions, group member behaviour, and group loyalty. Furthermore, conflict influences workgroup commitment, intention to stay in the organization, and job satisfaction (Redmond, 2016).

Organizational conflict arises from the actual or perceived opposition of needs, values, and interests among people working together. Conflict takes many forms in an organization, and it is an inevitable clash between formal authority and power and those individuals and groups. Most organizational conflicts result from agitation by workers' unions for improved conditions of service and other welfare packages. In the recent past, organized labour, government, and enterprise owners have been constrained by the problem of industrial conflict. Hence, conflict resolution as activities of industrial

relations become very necessary following the disagreement between workers and management repetition (employer and employee) on the matter pertaining to either policy formulation on the welfare of workers in an organization or workers' participation in the decision-making process on matters that borders on their interest and welfare. According to Dawson (2014), organizational performance has significantly declined due to frequent industrial conflicts and worker agitation for improved working conditions, interests, and rights. Hence, optimal productivity has been hampered because of frequent industrial conflict; many organizations have restored different means of resolving such conflict because of its intended negative consequences, such as down toll, which will affect sales, services decline, patronage and profit margin.

Therefore, the study has focused on investigating the effect of conflict management on organizational performance in the NGO sector of Nangarhar, Afghanistan. Moreover, this study will benefit cooperating organizations as they utilize the findings in policy formulation regarding conflict management. The study will add to existing knowledge on conflict management and be helpful reference material for individuals, students, and scholars who may wish to undertake similar research. Most importantly, the study will go a long way in ending unnecessary unrest in the corporation and will enhance productivity and peaceful co-existence between management and employees, positively impacting sales, profit, management and maximum enhancement of labour. The research will also serve as a reference point for further research work.

2. Literature Review

2.1 Conflict Management and Organizational Performance

Thakore (2013) defined conflict as a process that begins when one party perceives that another party has been negatively affected or is about to negatively affect something the first party cares about. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily actual hard facts. It points to the emotional nature of conflict by referring to a word like "care"; it states that more than one party is involved and that a future component may be attached to it.

Applebaum et al. (1999), state that conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Dolapo (2018) linked this idea to the organization by stating that even when conflict is a natural phenomenon in social relations (as natural as harmony), it can be managed within organizations. They add that conflict may have positive and negative consequences within the organization. The submission above blends with the fact that conflict can never be eliminated within organizations but can be efficiently managed to move organizations to greater heights and performance levels.

Ogunbayo (2013) indicate that measures or techniques such as appealing to subordinate goals, expanding resources, changing personnel, changing structure, confronting and negotiating could be implemented to resolve and manage conflict effectively. They also stated that in negotiation, managers can use a variety of conflict management styles, including avoiding, accommodating, competing, compromising and collaborating. In addition, managers should strive to create a conflict-positive organization that values diversity, empowers employees and seeks win-win solutions to conflicts.

Organizational performance as a concept suffers from problems of conceptual clarification. The term performance is often used indiscriminately to describe everything from efficiency and effectiveness to improvement. According to McCloy, Campbell and Cudeck (1994), the term performance has to do with those behaviours or actions which

are regarded as relevant to the goals of the said organization in question. They further argued that performance itself could not be the outcome itself, consequences or the result of behaviours or actions. However, instead, performance can be said to be the action itself. Thus, they argued that performance tends to be multidimensional, a situation whereby, for any specific type of job, there tends to be a number of substantive performance components distinguished in terms of their intercorrelations and patterns on co-variation with other variables. However, there is no one definition of organizational performance. The primary reason is that researchers from different fields of study, such as psychology, human resource management, public administration and organizational behaviour, have dealt with the concept based on their field of study. Hence, it is no surprise that the literature accommodates various definitions related to organizational performance. Organizational performance is an essential construct in leadership that determines how to manage organizations. Previous literature reviews reveal that organizational performance is a multidimensional concept that reflects organizations' heterogeneous nature, circumstances and objectives at a given period. This compelled Kirby (2005) to comment that the definition and meaning of organizational performance is an open subject for further inquiry. According to Lebars and Euske (2006), defining organizational performance requires sound judgment and interpretation of how current actions affect future results. The writers also contend that depending on the assessor's background, performance may be understood in different ways.

According to Daft (2000), organizational performance is an organization's ability to attain its goals by using resources efficiently and effectively. Consequently, it is evidence that the output of members of an organization is measured in terms of revenue, profit, growth, development, and expansion.

In the same vein, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at a pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing regarding the profit level, market share and product quality of other enterprises in the same industry. Accordingly, it reflects the productivity of an enterprise's members measured in terms of the organization's revenue, profit, growth, development and expansion. Moreover, organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. (Akinlabi, 2015). According to Robbins (2009), most performance measures can be grouped into six general categories: effectiveness, efficiency, cost, quality, timeliness, innovation, and productivity. Therefore, Organizational performance is measured using the six parameters. Effectiveness is a process characteristic indicating the degree to which the process output (work product) conforms to the requirements. The effectiveness of teams can be hindered by conflict arising from unresolved issues within the group. An individual in the group may encounter some frustration when a certain obstacle is in the way of him/her achieving his/her goal, thereby creating frustration. This, in turn, may create a kind of defence such as justification, withdrawal, aggressive behaviour, inertia or the acceptance of a compromise or an alternative. The negative consequences of frustration ultimately affect the morale of individuals working with the affected individual, and their performance could be compromised. Efficiency is a process characteristic indicating the degree to which the process produces the required output at minimum resource cost. In the organizational context, conflict may arise in

departments due to the functional nature of their tasks if they are interdependent on service delivery.

Nneka (2019) focused on conflict management and organizational performance with particular reference to selected breweries in South East Nigeria. The objectives aimed to determine the relationship between conflict management strategies (negotiation, joint consultation, collective bargaining and alternative dispute resolution) and organizational performance.

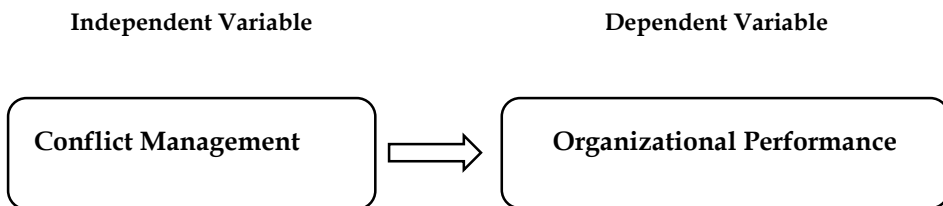
The study reviewed relevant theoretical and empirical literature. This study is anchored on unitary, pluralist and radical theory. A survey research technique was adopted as the design of the study. The data was collected from primary sources, and five brewery companies were sampled. The data generated were analyzed using frequency tables and percentage analysis. Regression analysis was employed to test the hypotheses formulated. The study revealed that all the conflict management strategies studied, namely negotiation, collective bargaining, joint consultation and alternative dispute resolution, were found to have a significant positive relationship with organizational performance. The study concludes that conflict management has a significant positive relationship with organizational performance in selected brewery companies in South East Nigeria. The study recommends that managers adopt the conflict management strategies above since they effectively manage conflicts in an organization. The relationship between conflict management and organizational performance has attracted much attention in management literature. For instance, Olukayode (2015) examined the impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms. Participants comprised 250 employees selected using a stratified random sampling technique. Data were generated through the use of the validated structured questionnaire. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that the collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict is the organization's most prevalent type of industrial conflict. Abdul and Sehar (2015) examined conflict management and organizational performance using Askari Bank Ltd as a case study. A formal questionnaire was constructed, and a survey method was used to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation, variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance. The major finding is that education does not affect respondents' opinions on conflict management strategies. Similarly, there is no significant difference between the opinions of male and female respondents regarding the causes of conflict. However, conflict has a significant effect on organizational performance. Ajike, Akinlabi, Magaji and Sonubi (2015) examined the effect of conflict management on the performance of financial service organizations in Nigeria using Access Bank Plc as a case study. A sample size of eighty-one (81) of the numerous bank

employees was administered with questionnaires in three bank branches in Lagos State. A descriptive and regression analysis with the aid of SPSS was used to analyze the relationship between conflict management and organizational performance of Access Bank Plc. The study found a significant positive relationship between conflict management and organizational performance. Osabiya (2015) examined conflict management and resolution in Nigeria's public sector. The study focused on the factors that informed an organization's decision to seek an alternative means of handling conflict to traditional discipline and grievance procedures; it also looked at the barriers and facilitators to integrating mediation into workplace practice and culture. Two hypotheses were formulated to determine the source of conflict and conflict resolution in the Nigeria Public Service. The study uses descriptive statistics to analyze the data collected from a sample of 170 employees of the Nigeria Public Service. Percentages and frequencies were used to analyze the responses collected from the respondents. The experimental survey of conflict management and resolution in the public sector showed that conflict can be resolved through compromise between the employee and management. That leadership style can lead to conflict in the organization. Okpalibekwe, Onyekwelu and Dike (2015) studied collective bargaining and organizational performance using the Nigeria Union of Local Government Employees of Idemili North Local Government Council, Anambra State. The survey research method was adopted for the study, which relied a lot on primary and secondary data. Three hypotheses were formulated to guide the study, and a simple random sampling technique was used to select the study sample. The data generated were analyzed using percentages and mean scores, and the hypotheses were tested using a one-sample t-test. The findings from the study showed that the Nigeria Union of Local Government Employees has helped to ensure industrial peace and employee commitment to optimum job productivity, as well as effectively using collective bargaining to enhance organizational performance. The researcher concludes that the Nigeria Union of Local Government Employees of Idemili North is a veritable instrument for improved employee productivity and organizational performance.

Udoh, Opusunju and Dusu (2016) examined alternative dispute resolution and the performance of Shell Nigeria Plc Port Harcourt Branch. The study sought to find out how alternative dispute resolution (conciliation, arbitration and mediation) enhances the performance of Shell Nigeria Plc, Port Harcourt branch. The major problem is that disputes repeatedly occur in the organization, and the organization tends to be confused about the proper alternative dispute resolution method. The main objective is to examine the alternative dispute resolution on the performance of Shell Nigeria Plc, Port Harcourt branch. Point-in-time data were collected from primary sources. The Ordinary Least Square was adopted, and the finding reveals that alternative dispute resolution in conciliation, arbitration and mediation contributes significantly to the performance of Shell Nigeria Plc, Port Harcourt branch. Okpu and Jaja (2014) examined joint consultation and workers' commitment in the Nigerian Banking industry. Using a cross-sectional survey design, 357 workers from the banks in the south-south zone of Nigeria were used as respondents. The results drawn from Spearman Rank Order Correlation showed that Joint Consultation had a significant positive association with workers' affective commitment but no significant association with workers' continuance and normative commitment. The study found that with Joint Consultation, workers are emotionally attached to their organizations and exhibit little continuance and normative commitment. Uwa (2014) examined conflict management strategies and employees' productivity in a Nigerian State Civil Service.

Four conflict management strategies were considered: collective bargaining, negotiation, avoidance, and imposing. The descriptive survey design was adopted, and a self-developed questionnaire tagged Conflict Management Strategies and Employees' Productivity Questionnaire was used in the data collection. The instrument's reliability was tested, and a Cronbach Alpha reliability coefficient of 0.92 was obtained for the whole instrument. Taro Yamane formula was used to determine sample size, and a stratified random sampling technique was used to select 240 respondents from a cross-section of four ministries in Akwa Ibom State Civil Service, South-South, Nigeria. Pearson Product Moment Correlation and multiple regression were used to analyze the hypotheses. Collective bargaining and negotiation showed a significant positive contribution to employees' productivity, while that obtained for avoidance and imposing were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employees' productivity. Mizanur and Tanjela (2015) examined the nature, types, causes, and costs of managing conflict and their effects at individual and organizational levels and discussed organizational performance. A self-administered questionnaire is used to collect data. The survey respondents from eight corporate sectors in Bangladesh are selected for this study. One hundred twenty questionnaires were distributed among the study respondents. Results show that the two most commonly faced conflict types are intra-personal and inter-personal. Both employees and managers shared their concerns that the emergence of conflict does not primarily positively affect organizational performance. Instead, it negatively affects work performance and the organization's productivity. Out of the five most popular conflict management strategies, three strategies have been adopted by managers and other employees: integrating, dominating, and compromising.

2.2 Conceptual Framework



2.3 Hypothesis of the Study

H0: Conflict management has no effect on organizational performance

H1: Conflict management has a significant effect on organizational performance

3. Research Methodology

This study used a descriptive research design to obtain actual information on the influence of conflict management on the organizational performance of NGOs in Nangarhar province of Afghanistan. The researcher prepared the questionnaire to suit the research questions before administering the questionnaire. The questionnaire contains three sections: section A for demography, section B for conflict management and section C for organizational performance, in which the respondents intend to answer strongly agree, agree, undecided, disagree, and strongly disagree.

3.1 Population and Sample of the Study

Cooper and Schinder (2005) define a population as the total collection of elements from which individuals which individuals wish to conclude. The population used in the study is 624 employees working in the NGO sector of Nangarhar.

The study sample comprises 50% of 624 = 312 respondents from the NGO sector. The sampling technique used is a stratified random sampling technique in selecting the respondents for the study under investigation. 312 questionnaires were distributed among respondents, and 190 were filled correctly and returned to the researcher.

4. Data Analysis

The data collected for the study was analyzed using descriptive statistics, correlation matrix and regression analysis. Descriptive statistics are used to describe the collected data, including mean, minimum value, maximum value, and standard deviation. The correlation matrix of the study concentrates on showing the association among the variables, and the regression analysis of the conducted study shows the dependency of the dependent variable on the independent variable. The following is the regression equation for the statistical model of study:

$$OP = a + b (CM) + e$$

OP = Organizational Performance

a = Intercept

b = Slope of Coefficient

CM = Conflict Management

e = Error term

4.1 Descriptive Statistics

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Conflict_Management	190	2.318	4.682	3.61	.7936
Organization_Performance	190	1.923	4.4615	3.57	.8163

Source: Created by the authors

According to descriptive statistics, the data on conflict management was collected from 190 respondents, with the minimum value being 2.318, the maximum value being 4.682, and the mean of the data being 3.61. In contrast, the standard deviation of the data was shown as 0.7936, while the collected organizational performance has shown that the data has been collected from 190 respondents in which the minimum value of collected data was 1.923, the maximum value was 4.4615, mean of collected data was 3.57 with holder of 0.8163 value of standard deviation.

4.2 Correlation

Table 2. Correlation Matrix

		Conflict_Management	Organizational Performance
Conflict_Management	Pearson correlation	1	.795
	Sig. (2-tailed)		.000
	N	190	190
	Pearson correlation	.795	
Organizational_Performance	Sig. (2-tailed)	.000	
	N	190	190

Source: Created by the authors

The correlation matrix is a statistical tool used to study the association among variables of the study where the answer range will be among -1 & +1 where the answer equal to zero represents the case of no relationship among variables of the study, greater value than zero shows the positive and lower value than zero shows the negative relationship or association among variable of the study. Furthermore, the Sig portion of the correlation matrix is concerned with revealing at which level the correlation is significant and why.

In this study, the correlation matrix is used to know about the association or relationship between conflict management and organizational performance, where the data has shown a strong positive (79.5%) relationship between conflict management and organizational performance with a 0.01 significant level of 190 respondents. This means conflict management is highly associated with the organizational performance of the NGO sector working in Nangarhar, Afghanistan.

4.3 Model Summary

Table 3. Model Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.795 ^a	.761	.753	1.09243

a. Predictors: (Constant), Conflict_Management

b. Dependent Variable: Organizational_Performance

Source: Created by the authors

The R-Square value of the model summary represents the explanatory power of the regression model, how much the dependent variable or research problem is being explained by the independent variable, where 1 - R Square is the effect of other variables on the research problem or dependent variable. The given value of R-Square reveals that the organizational performance is 76.1%, as explained by conflict management, and the remaining 24.9% is the effect of other factors on organizational performance in the NGO sector of Nangarhar. Besides, the Adjusted R-Square value is specified for the explanatory power of the regression model based on the study's given sample size and variables. It is also R-Square but adjusted to specific variables and sample size. The Adjusted R-Square value of the given table represents that according to specific variables and sample size,

the research problem or dependent variable of the conducted research is 75.3%, explained by the study's independent variable.

Furthermore, the Std Errors of the Estimate concentrates on actual and estimated regression lines and the variation or distance among mentioned lines of regression. Most of these values are closer, so the estimation will be closer to reality and more accurate. According to the table value of Std Errors of the Estimate (1.09), there is no more distance and variation in the actual and estimated regression line.

4.4 ANOVA

Table 4. ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	27253.818	1	27253.818	221.5	.000
Residual	23131.903	188	123.042		
Total	50385.721	189			

Predictors: (Constant), Conflict_Management

Dependent Variable: Organizational_Performance

Source: Created by the authors

The ANOVA table considers the model's overall fitness and the significant study level. The F value of the mentioned Table 221.5 is too much greater and represents that the regression model is a good fit while the model's fitness is significant with 0.01 because the Sig value of the table is 0.000.

4.5 Regression Coefficient

Table 5. Regression Model Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	6.855	1.754		3.90	.000
Conflict Management	1.457	.051	1.435	28.56	.000

Source: Created by the authors

4.6 Dependent Variable: Organizational Performance

The last table of the regression model is the Coefficient, where the researcher can find the alpha, beta, and t values of the testing hypothesis and significance level.

The alpha (constant) value represents the organizational condition without management of conflict, or it is the constant condition of the organization, while the alpha value of organizational performance is 6.855. The beta value of the regression model for the dependent variable from conflict management is 1.457. It shows the change in the dependent variable due to the unit change in the independent variable. This means that if 1% consideration is given to conflict management, 1.457% positive change will occur in organizational performance. Besides, the T value of the coefficient table concentrates on testing the null hypothesis and acceptance of the alternative hypothesis. Suppose the T

value is beyond the range of (-2 & +2). In that case, it represents that the null hypothesis of conducted research is being rejected, and alternative hypotheses are selected for conducting research. In contrast, the research findings are significant, with a 0.01 or 99% confidence level.

5. Conclusion

The study has concentrated on investigating the effect of conflict management on organizational performance in Nangarhar's NGO sector. Organizational performance was the dependent variable, and conflict management was the independent variable in this study. The statistical findings of conducted research based on 190 respondents revealed that a strong positive association of 79.5% exists between conflict management and organizational performance with a 0.01 significant level. Furthermore, the overall explanatory power of the regression model is 76.1%, which reveals the contribution of conflict management in organizational performance, while the adjusted explanatory power of the regression model is 75.3%. The variation between the actual and estimated regression line is 1.09, which is also in good range. Besides, the constant value was positive 6.855, and the beta value was 1.457, which shows that if 1% consideration is taken to conflict management, 1.457% positive change will occur in organizational performance. The null hypothesis was rejected due to a higher T-value in the Coefficient, and the alternative hypothesis was selected at a 0.000 significant level. Finally, it has been concluded that it is crucial to focus on conflict management for better organizational performance because it has a key role in organizational performance.

5.1 Recommendations

The management should be sensitive to conflicts and set up effective communication channels to facilitate an improvement in conflict management. The connection between employees and top management is essential because of its impact on the effectiveness of conflict management strategies. Non-governmental organizations should encourage third-party intervention as a form of conflict management strategy. The intervening party must maintain a neutral attitude to avoid exacerbating the problem. The management should, therefore, maintain effective communication channels and explore other ways to improve organizational performance. The conducted research described the issue of organizational performance due to conflict management at the NGO level, and others suggested investigating the same issue with different contexts, methodologies, and sample sizes.

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