Influence of Organizational Conflict Management and Procedural Justice on Employee Performance in Academia of Pakistan

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Abstract

We conduct this research to investigate the way conflict management and procedural justice can affect employee performance in academia of Pakistan. We used the quantitative method to conduct our research, we take a sample size of 322 employees (n=322) who work at different positions in universities. We used SPSS technique to analyze our data, use different tests regression, correlation and reliabilities. The results of correlation show a significant relationship between all of our three variables. This shows that for organizational performance, both conflict management strategies adopted by managers and perception of procedural justice are important..

Keywords: conflict management, employee performance, procedural justice

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INTRODUCTION

The conflicts related with work life are all time mostly high and they are growing for the past 30 years. Organizations have introduced different types of initiatives that have produced different results, in order to enable employees to better manage workplace conflicts. It is reported in the literature that there existed a correlation among conflict, conflict management techniques, procedure justice and employee performance. Efficient conflict management techniques yield positive results in the end.

Employee's performance is a multi-component concept and one can elaborate the procedure and area of performance, that is behavioral engagement of an expected result. The behavior describes here the action of people to full fill a task, whereas the term result and consequences situations about the results related to job behaviors of each employee (Pradhan & Jena, 2017). Job performance compares of job external attitudes that includes job duties allot as a part of task knowledge, job skills and task habits. Job performance states how well employee performance tasks, duties and responsibilities of his or her job (Campbell, McCloy, Oppler, & Sager, 1993). Employee performance is higher in happy and satisfied employees and the management fined it easy to motivate higher performance to attain firm's goals and targets(Zelenski, Murphy, & Jenkins, 2008).

An organizational factor that can influence the performance is conflict. Mullins (2015) considers conflict as behavior designed to impede the attainment of the objectives of other person. According to this author, conflict is based on thr incompatibility of goals and arises

from opposing behaviors. It can be viewed separately, in organizations or at the level of organization

In Ilesanmi (2017) words, conflicts may occur over a variety of organizational experiences, such as inconsistent objectives, differing beliefs and shared assets, philosophies and disputes. Conflict is a viewpoint , so it begins when a person thinks that someone else might hinder their efforts. Conflict could occur as a consequence of the employer's desire to maximize gain, while due to the employer's search for profit maximization while employee representatives are committed to ensuring a continuously enhanced living condition for the conflict of their member. When one think is important for two parties and they seems to think that their interests are endangered by other party, conflict occurs (Abiodun, 2014).

Organizational change is another cause of conflict. It's natural to resist change and comes from once established habit, few of the unknown, conformity with the usual anticipated behavior, misunderstanding of change consequences and differences between individuals. It could lead to dispute or even crises, he said, unless it is well managed. Unless, it is well managed, he said, it could lead to conflict or even crises. Other causes of organizational conflict are competition for scarce resources, congruence status, win-win situations, win-lose situations, the need for change, unclear laws and communication problems among others (Armstrong, 2010).

The difference between functional conflict and dysfunctional conflict depend upon whether the organizations interests are served. Some kinds of conflict support the objectives of the organization and enhance efficiency; these are functional, constructive types of conflict,

they aid the organization. Functional conflict is commonly defined as a corporate or constructive dispute leadership circle. , On the other side, dysfunctional conflicts are the kind of dispute that hamper organizational efficiency (Robbins & Judge, 2007).

Although corporate research on teams and conflict have exceeded somewhat independently, recent studies have enlightened the critical role of disagreement in groups. Groups should address, among other problems, efficient and fair jobs and rewards allocation, social loafing, and the perfect method to accomplish their objectives (Hackman, 1990). Groups give an interpersonal context in which disagreements take place and efforts are made to handle them. Previously in hierarchical organizations, employees are anticipated to make their managers and supervisors aware of issues and conflicts and abide by their decisions (Wageman, 1995). In organizations that prefer groups, particularly self-management and different types of empowered groups, employees are supposed to solve issues and disagreements themselves (Cohen & Ledford Jr, 1994). Self-management teams theorists have suggested that staffs are better designated to correct them as they are nearer to the source of mistakes and variances in management. They are educated in quality management and provided the ability to stop or accelerate efficiency. Their involvement in resolving these disputes is expected to boost “ownership” of problems and greater dedication to apply their alternatives resulting in enhanced efficiency, quality of product, and work life (Pasmore, Francis, Haldeman, & Shani, 1982).

Conflict among employees has significant effects on motivation (De Dreu & Weingart, 2003). Skills of superiors also play an important role in managing employee performance because enhancing employee’s performance is the main concern of all the organization (Nur Shafini et al., 2016).

H1: Conflict management will be positively related to employee performance.

Organizational Justice is the domain which is responsible for the equal treatment of employee. It is a applied mindset of indiscriminate behavior in company (Lind & Tyler, 1988; Sheppard, Lewicki, & Minton, 1992). As obvious, the intriguers took this ideology from already present “social-psychological” literature on equal treatment. Bies echoed this in his interview, “justice originally came out of social psychology”. It is inevitable arena of further intrigue because of its trickledown effect in the growth of an organization. Organization justice researcher have unanimous agreement that fairness is plausibly bifurcated in two parts (although other frameworks may also be reasonable. It has two categories namely: distributive and procedural justice. Procedural fairness helpful to improve employee performance which increases organization performance. It has been proved by studies that Procedural Justice have ripple effects in improving performance of many sections (Luria & Yagil, 2008; Simons & Roberson, 2003). Procedural justice advances firm environment and employee attitude toward their work commitment and motivated for their performance (Zapata-Phelan, Colquitt, Scott, & Livingston, 2009). Procedural justice helpful to build strong relation between employee and firm put their efforts for the completion of organizational goal (Tyler & Blader, 2003).

Therefore, it is hypothesized that:

H2: organizational procedural justice will be positively related to employee performance

The research framework is shown in fig 1.

Fig. 1: Research Framework

MEASURES

Conflict Management:

We measured conflict management by using a 21-items established by Gaumer Erickson and Noonan (2018). This measure estimated the conflict management; we adapt this scale according to our study . Sample item includes “This firm strives to kept its statements regarding to employees, and make efforts to manage conflicts constructively”.

Procedural Justice:

We measure procedural justice by using 9-items established by Jaworski and Kohli (1991).This study indicate that organization commitment tends to be more highly associated with procedural justice. “At all times, I ready to help my colleagues who have burden of work ”, “I do help those persons who call for”.

Employee Performance:

We measured employee performance by using scale adopted from Wiedower (2002). This was a five items include “I try to find out unique and beneficial ways to settle down serious issues”, “I look for fresh way of processes of relationship management communication and corporate vision with job performance , employee commitment”.

SAMPLE AND PROCEDURE

To conduct our study, we used quantitative method. The purpose of this technique is to assemble and advance numerical data examination model in order to evaluate our hypothesis. For this purpose of our study, we have selected educational sector. Most of the employees in these universities are employed as Full Professors, Associate Professors, Assistant Professors, visiting faculty, Assistant Directors, Directors and administration. We used purposive sampling technique for our study; the total number of participants in our research is 322. Table 1 displays the demographics distribution of the sample.

Table 1. demographics table

Demographics	Frequency	Percentage
Gender		
Male	172	53.4
Female	105	32.6
No response	45	14
Age		
20-30	47	14.6

Demographics	Frequency	Percentage
30-40	87	27
40-50	93	28.9
50+	76	23.6
No response	19	5.9
Qualification		
Diploma	49	15.2
Bachelor	60	18.6
Master	72	22.4
MS	62	19.3
PhD	79	24.5
Departments		
Accounting	55	17.1
Software	101	31.4
Sales and arketing	73	22.7
HRM	56	17.4
Others	37	11.5
Experience		
1 to 5	35	10.9
6 to 10	127	39.4
10 to 15	124	38.5
16 to 20	17	5.3
20+	19	5.9

CORRELATION

The results of our all variables is strong or large correlation between them, because all our values are greater than 0.50 and significant.

Table 2: Correlations

	CM	EP	PJ
CM	1	.680**	.627**
EP	.	1	.718**

CM = conflict management, EP= employee performance, PJ = procedural justice

REGRESSION

Table 3 shows the regression results. It can be seen that the model was a good fit since F value was significant. The R² and adjusted R² value shows that both the variables explain 46% variance in job performance. One-unit change in conflict management increase job performance by 0.62 units and one unit increase in procedural justice increase job performance by 0.70 units.

Table 3: Regression results

Predictor	Beta
CM	0.62***
PJ	0.70***
R ²	0.463
Adjusted R ²	0.461
F	275.8

Dependent variable = Employee performance

p<0.01, *p<0.001

DISCUSSION

Conflict management and maintaining employee performance are very important things in any organization. To survive in such a competitive environment, managing conflicts at workplace plays an important role in making employees performance outstanding. An easier way to manage conflicts at workplace is to involve equality,

fairness in procedures and avoid biasness. Managers need to design workplace when employees give their best. Conflict management's importance is undeniable in this too. A correlation exists between conflict management and employee performance effect size of the which is (0.680), CM and EP have strong relationship, when employees observed that everyone is treated fairly and the conflicts are managed by win- win situations, they show their positive attitude towards performance, that's why organization need to focus on how they can manage the conflicts among employees.

Our research points out that when conflicts among employees are managed constructively among employees, it leads to increase in employee's performance and procedural justice can strengthen this relationship. If the conflicts are not managed effectively among employees and procedures of organization are not fair, the employees may not actively participate activates and perform well in the organization, they may reduce their efforts and decrease their performance. This study provides evidence that minimum conflicts among employees and high degree of procedural fairness are positively connected to higher level of effectiveness in employee's performance. So, it is necessary to consider those variables which affect the performances of workers because these factors lead to expansion of organization. In addition our results were also in accordance with social Exchange Theory to anticipate relationship between procedural justice and employee performance (Cropanzano, Prehar, & Chen, 2002; Masterson, Lewis, Goldman, & Taylor, 2000). This theory sees organization as forum for deep- rooted, interchangeable social dealings among employees and their superiors. Researcher said that conflicts also have constructive results (De Drue & Gelfand, 2008; Jehn & Mannix, 2001; Tjosvold, 2008).

FUTURE RECOMMENDATION

Based on our study results, the following suggestions are provided. We have done this research in academic sector. This research can be further conducted in any other sector, in any other country, or in any other culture. Further research can be done with any other type of organizational justice. We have undergone research to view the impact of conflict management on performance. It can be carried out with any other variable. All faculty members should be made aware of the beneficial use in their departments of conflict management. For the professors in general and administrators in specific, conflict management training programs should be intended. Conflict management strategies should be taught to the faculty. This will certainly increase their efficiency and minimize the conflict's lethal elements.

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