Report On

Conflict Management and Its Effects: A Demonstration to Understand Employee Conflict at the Commercial Banks in Bangladesh

By

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19364026

An internship report submitted to the Graduate School of Management (GSM) in partial fulfillment of the requirements for the degree of

Masters of Bachelor Administration (MBA)

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BRAC University

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Declaration

It is thus declared that

1. The report presented is my own original work completed while pursuing a degree at Brac University.

2. The report does not contain anything already published or produced by a third party, unless properly cited through complete and precise referencing.

3. The thesis does not incorporate any research that has been approved or submitted for assessment or certificate at a university or other institution.

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Of Summer-2021, has been accepted as satisfactory in partial fulfilment of the requirement for the degree of Masters of Bachelor Administration(MBA) on [Date-of-Defense]

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Letter of Transmittal

4th October, 2021

Dr. Suman Das

Professor

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66 Mohakhali, Dhaka 1212

Subject: Submission of report on "Conflict Management and Its Effects: A Demonstration to Understand Employee Conflict at the Commercial Banks in Bangladesh".

Dear Sir,

Presentation of the article entitled " Conflict Management and Its Effects: A Demonstration to Understand Employee Conflict at the Commercial Banks in Bangladesh. "This research is intended to obtain information on Conflict Management practices, and problems in banking industry of Bangladesh.

I have scoured through all the requisite data with my greatest effort, studied new things, and uncovered a whole different era of compensation strategy. Although I didn't relax until I made this a perfect document, flaws will emerge. If you will accept those errors, I will be thankful.

Finally, I want to share my appreciation for giving us an exceptional journey full of learning and excitement.

Sincerely,

N.M.Muhtasim Chowdhury

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MBA Program

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Acknowledgement

To begin finishing my thesis work, I would want to thank my supervisor, Mr. Dr. Sumon Das, Professor of Management at the University of Dhaka, for the excellent guidance and assistance that he offered me throughout this thesis period. Without his aid and direction, this report would not have been completed.

Then I'd want to thank Mr. Shakil Chowdhury, Deputy Director of Bangladesh Bank, for giving me with contact information so that I could have a better knowledge of their conflict resolution procedures.

I'd want to thank Dr. Nazmul Amin Sir, who was always available for the students, and his support in making my report simpler and more convenient.

Executive Summary

The primary goal of this study is to assess issues of conflict amongst workers in the banking industry and to present a clear conclusion with recommendations in a suitable manner.

To conduct this qualitative investigation, a series of survey questionnaires must first be developed. The data is then gathered and analyzed based on comments from various business people. Because of the epidemic, an online platform, in addition to physical surveys, has being utilized to collect the majority of data. Relevant data is also obtained from numerous conflict-related papers, particular sources, and conflict impacts that are presented and addressed in the study's context.

According to the data research, the common status has revealed that disputes between employees are more prevalent from many perspectives. It creates a difficult scenario in many respects that is detrimental to the banking industry. So, in any case, less squabbling among professionals would have been far more adaptable.

Because such findings have never been presented previously, this study report will certainly assist to enhance employee engagement in the banking industry.

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Abstract

Purpose:

Thesis or Internship is a non-credit, but required, subject in the BRAC MBA Program's Graduate School Management (GSM). This course's objective is to make sure that students acquire practical experience in their major or minor field of study. The major objective of this study is to analyze conflict concerns among bank employees and to give a clear conclusion with recommendations in an appropriate manner.

Originality

This report has been completed all by my own self. Although there are many report has available related with this topic yet this report is uncommon.

Methodology

To collect data, self-developed questionnaires survey method has been used.

Limitation

To elicit more data, it would be better if more interview or group interview would have conduct. Due to Covid-19 situation, there were some restrictions.

1.Introduction

1.1 Background

It's impossible to avoid conflicts as long as people and cultures vary. Employees at the corporate level have the capacity to anticipate their existence in one way or another, to deal with the resulting conflict or to smooth out the implications of the differences. Corruption, prejudice, and interpersonal tensions create a chaotic work environment. The relationship between employees and their supervisors, particularly newly appointed ones.) It's impossible to avoid conflict among employees in a company. If managed correctly, it may serve as a platform for collaboration and have a beneficial impact on both worker productivity and corporate success. The study's goal is to provide a comprehensive picture of the issues behind workplace conflict, as well as the likelihood of conflict and possible solutions.

Conflicts are seen as a part of life and accepted as such. Problems with human relationships, major change, and poor management all contribute to it. At the management level, it's a normal occurrence that might occur amongst coworkers or groups. Conflict is often portrayed as chaotic, but it may really be beneficial if you look at the situation from different angles. Conflict has both positive and harmful outcomes. Conflict is harmful when it creates roadblocks to progress, erodes confidence, fosters distrust, and widens the gap between expectations and reality. In terms of benefits, it may help advance cognition, revive long-forgotten scenarios, clarify viewpoints, and increase the capacity of employees to deal with a variety of situations.

Conflict that is well-managed leads to positive outcomes, whereas conflict that is poorly handled heats up the working environment and divides and polarizes the community as a whole reduces productivity and employment. A well-managed disagreement helps companies become more effective. Techniques for conflict management that are effective expose flaws in corporate decision-making, allowing for better and more constructive solutions. Organizational success may be enhanced by boosting effective communication, improving time management and fostering a good work environment. Management has an obligation to do so.

The primary focus is on conflict management and the ramifications in Bangladesh's private commercial banks' corporate cultures. There aren't enough projects like this in this sector, therefore the goal of this research is to bridge the knowledge gap and uncover potential outcomes via careful observation.

1.2 Conflict Management

Managing conflict entails putting measures in place to reduce the negative effects of conflict, boost the good effects of conflict, and improve work output and efficiency. It is not the goal of conflict management to eliminate or avoid conflicts, but to educate groups conflict resolution skills such as managing conflict, being self-aware of the forms of conflict, and successfully communicating with a team member when in conflict(Wangari,2013). These abilities aid groups in resolving conflicts in a constructive manner. The art of recognizing and resolving disagreements rationally,

fairly, and efficiently, when it comes to conflict management in the workplace, it typically requires strong communication, problem-solving ability, and good negotiation skills to get back on track with the company's overall goals. No matter how big or small a firm is, if it has employees, it will face interpersonal and organizational conflict. There are several interrelated elements and events contributing to this conflict.

1.3 Banking industry in Bangladesh

After independence, Bangladesh's banking sector included six nationalized branded banks, two state-owned specialty banks, and three foreign banks. In the 1980s, the banking sector grew rapidly thanks to the availability of private banks. On March 26, 1972, the Government of the People's Republic of Bangladesh declared Bangladesh a sovereign nation, and President's Order No.26, entitled "The Bangladesh Bank (Nationalization) Order, 1972," nationalized the country's 12 foreign bank firms doing business there. While the new banking structure is controversial, no one can deny that it is Bangladesh's economic lifeline. The Bangladesh Bank, the country's central bank, has strict regulations and monitors the country's banking industry. The Banking Company Act of 1991 governs this industry, which is overseen by Bangladesh Bank, Bangladesh's central bank. The Bangladesh Bank's rules and regulations must be followed by all financial institutions. The commercial banks of Bangladesh are primarily guided by the Bangladesh Bank Order 1972 and the Banking Companies Act 1991. Banking in Bangladesh is largely divided into two categories: specialized banks (SB) and commercial banks (CBs).

The banking industry's future in Bangladesh looks promising due to the country's upward economic development. As a result, the number of privately owned commercial banks is also rising. Commercial banks perform two main functions: accepting deposits and making loans. Commercial banks' responsibilities are expanding. More and better services are being provided to their customers as a result of the expansion of their service offerings. People may now acquire the services they want from banks, and they can send and receive money from any location. There are a few services that are offered by all private commercial banks.

1.4 Problem statement

The subject of conflict in the workplace has gotten a lot of attention. Dealing with conflicts in the workplace has long been viewed as the sole responsibility of managers, who have taken a rigorous position on how to handle them. Institutions that deal with conflicts in this manner fail to recognize that conflict is a normal part of corporate life, with its own economic implications. Impulsive disputes in the business may have a wide range of negative effects, such as a large financial and human toll. Distress, low productivity, inability to fulfill objectives, a collapse in self-confidence, a weak feeling of commitment, and communication difficulties can all be caused by conflict. Conflict that isn't properly handled has a negative influence on productivity and the well-being of employees, which leads to high levels of employee turnover. Mismanagement causes confusion, lowers morale, and aggravates employees. In the end, this leads to decreased happiness with one's profession as well as frustration and mental strain. Also, disagreement influences the responders to avoid dealing, break communication, and so on. As a result, conflict has become ineffectual in corporate culture due to a lack of ability to properly analyze and resolve work-related issues.

In other words, the goal of this study is to sort out several quibbles and then work toward a solution.

1.5 Objective

Understanding of conflict concerns and research into the causes of disagreements among employees in the banking industry. More specifically-

- To identify the sources of conflict in the company's culture.
- To find out how employee satisfaction are with conflict management in the workplace and to assess its efficiency.
- To make recommendations on how to best resolve a dispute issue at the company level.

1.6 Rationale of study

From a different perspective, this study on conflict resolution is quite effective. Everything stated here is done in a professional way, with essential information clearly analyzed. The study examines conflict management frameworks from an organizational standpoint. As an innovative management practice, upper management is currently developing new conflict resolution strategies. This research will assist management experts in comprehending the idea and its proposed solutions. Managers nowadays support the concept of creative thinking approaches since conflict is a good exercise for them. Furthermore, students may learn more about the subject. Ultimately, this article will assist researchers, professionals, and management specialists in many ways in understanding the idea and its conclusions.

2. Review of Literature

A significant quarrel or debate to protect oneself, according to the definition, is referred to as a conflict. The capacity to recognize and handle disputes equitably, thoughtfully, and efficiently is referred to as conflict management. Conflict has both good and bad effects on organizations. Because conflict and the workplace are inextricably linked, it is critical to handle conflict positively. This can aid in the creation of a better work atmosphere as well as organizational advancement.

2.1 Conflicts and sources in Organization level

A conflict scenario is a different view of a single topic. "Perception" is the focal point of a disagreement. If conflicts and opponents' intents are defined based on subjective impressions, there may be lots of room for conflict resolution. If both sides recognize that the issue is unsolvable, it may be difficult to resolve the conflict (Swanström and Weissmann ,2005).

Conflict is a process that occurs when one party considers a decision that has been negatively impacted by another party. This encompasses a wide range of workplace disputes such as aim inconsistency, conflicting interests, and so on (Robbins, 2014).

Conflicts can occur from a variety of sources. It might be personal or organizational. There are three types of organizational disputes. Conflicts are caused by three major factors: communicational elements of conflict, behavioral traits of conflict, and internal characteristics of conflict (Singh, 2010).

Whenever a party perceives that his or her interests are being conversed or negatively impacted by the other party, a conflict occurs (Titov, Virovere, and Kuimet ,2018).

2.2 Resolving Conflicts and Implications

Organizations are negatively impacted by many forms of conflict in terms of performance and resource waste. Organizational disputes, on the other hand, have both bad and good effects, particularly in terms of innovation and increasing the quality of decision making in the company. It also aids in the development of a spiritual teamwork and collaboration among the organization's personnel (Henry, 2009).

Conflict has both good and bad consequences in a business. On the plus side, interest-based, collaborative, empathic, and reflective procedures can assist to highlight employment connections. Inter-personal relationships, on the other hand, have a detrimental impact on professional growth. His objective was to instill reciprocal trust and confidence in all parts of the workplace and relationship via good faith behavior (Greenwood and Rasmussen ,2012).

Conflict that is well-managed may result in beneficial outcomes such as increased staff unity, more trust between individuals, improved attitude, and so on. Conflict resolution also demonstrates an organization's strategy in terms of how it treats its employees (Titov, Virovere, and Kuimet ,2018).

There is a dispute between the public and private sectors. When it relates to management routine and the existence of a big number of employees, this increases work pressure and is referred to as

include administrative conflicts. Relationships always benefit from this type of confrontation. Employee nature might be affected by avoidance style in public companies. Avoidance and suppression appear to be two sides of the same coin (Ahmed, 2015).

Different sorts of arguments, debates, and solutions may occur in business. People can learn to maintain such connections and discuss concerns openly and logically in order to make emerging conflict constructive. The job of management and employees is to attempt to resolve and discover ways to use conflict in a constructive way for the benefit of the organization (Garcia, 2013).

3.Methodology

3.1 Methodology

This study made use of both primary and secondary data. Face-to-face interviews with bankers from various commercial and public institutions were conducted to collect primary data. A systematic questionnaire (see Appendix-1) was also utilized. For the closed-ended questions, a preference scale was utilized. Aside from the core data, secondary information was gathered through books and published sources. This analysis is a qualitative report. I review certain articles related to our issue in order to develop our technique. I evaluated 6-7 publications from various contexts, including the South Asian, American, and European contexts. The articles are including in reference section.

Those papers include so much information regarding conflict management and its effects that a plethora of themes emerge, such as the impact of conflict in the workplace, origins of conflict, conflict consequences, conflict resolution process, and conflict handling styles.

I created 12 survey questionnaires based on those beliefs and my research. This question pertains to the sorts of conflict they encountered and the outcomes of that conflict. I concentrated on these two concerns the most. In the pie chart, there is a question.

My main goal was to learn more about conflict resolution and the difficulties that arise as a result of it among personnel in the banking business. So, based on our descriptive study, I ran a survey. I created these survey questionnaires so that finding the answer is simple.

3.2 Tools and Procedures for Data Analysis

Because of the pandemic scenario, I chose an internet platform for this poll. I've prepared a total of 12 questions, all of them are pre-planned. However, I am able to do a few face-to-face interviews in this scenario. Again, I am forced to participate in an online survey. I created a Google form to gather our queries and shared it with many workers from other businesses. The answers from the data sheet I obtained using Google Forms and online, as well as some additional data relevant to our issue, were gathered from those articles.

As part of the study, I had to perform a conflict management survey on 40 workers from various organizations.

Survey Summery	
Sample Size	40
Age Limit	25-48 years
Job level	Jr. Executive- Manager

The overview of the survey questions and the findings of the study are provided below in the form of a table and a pie chart.

1.Conflict happened in a Banking sector.

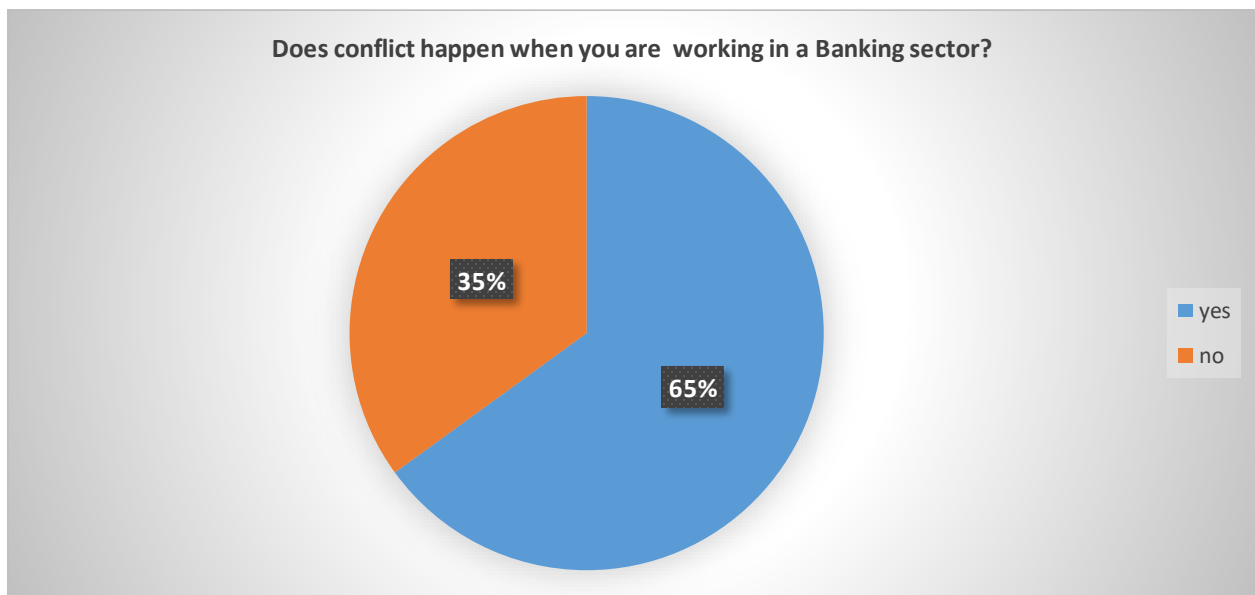| Response	No. of Respondent	Percentage (%)
Yes	26	65
No	14	35

Figure 1: conflict in Banking industry

Explanation: Conflict occurs in the banking industry, according to 65% of interviewees. However, just 35% of them were opposed to it. According to this pie chart, the majority of respondents believe that conflict is unavoidable in the industry.

2. Conflict effect on work life.

Response	No. of Respondent	Percentage (%)
Effect in a very bad way	12	30
Effect in a bad way	10	25
Effect in a good way	6	15
Effect in a very good way	4	10
No effect	8	20

Figure 2: effect in work life

Explanation: 30% respondent said conflict have very bad effect in work life. This graphic depicts an intermediate scenario. It has a negative influence, according to around 55% of respondents. However, 25% of those polled felt it is positive. 20% of them are still in a neutral posture.

3.Interpersonal conflict in organization.

Response	No. of Respondent	Percentage (%)
None	6	15%
Little	8	20%
Some	14	35%
Substantial	12	30%

Figure 3: Interpersonal Conflict

Explanation: 35% respondent said they faced interpersonal conflict in organization. Thirty percent strongly agree, and twenty percent believe that there is minimal interpersonal friction in the organization. 15 percent of them were undecided.

4. Miscommunication is the biggest barrier for the conflict.

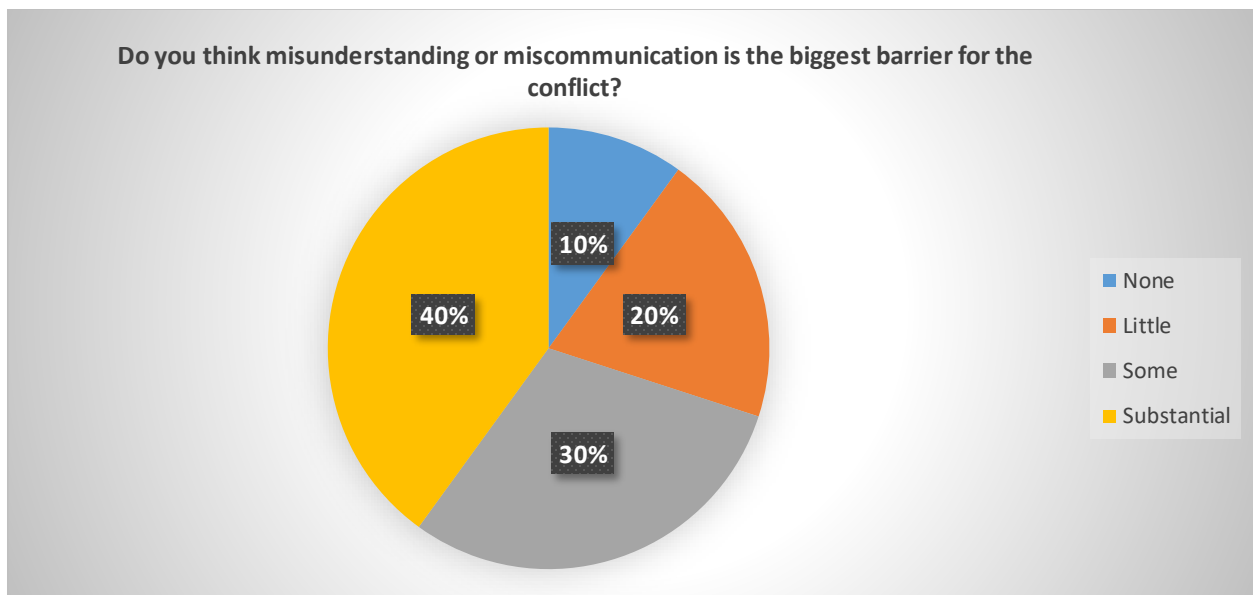| Response	No. of Respondent	Percentage (%)
None	12	30%
Little	8	20%
Some	4	10%
Substantial	16	40%

Figure 4: Miscommunication & Misunderstanding

Explanation: 40% respondent said miscommunication is the biggest barrier for the conflict. However, 30% of them were uncertain. Furthermore, 10% to 30% of judgments are fluctuated between some and little.

5.Conflict is occurred by not intentionally in an organization.

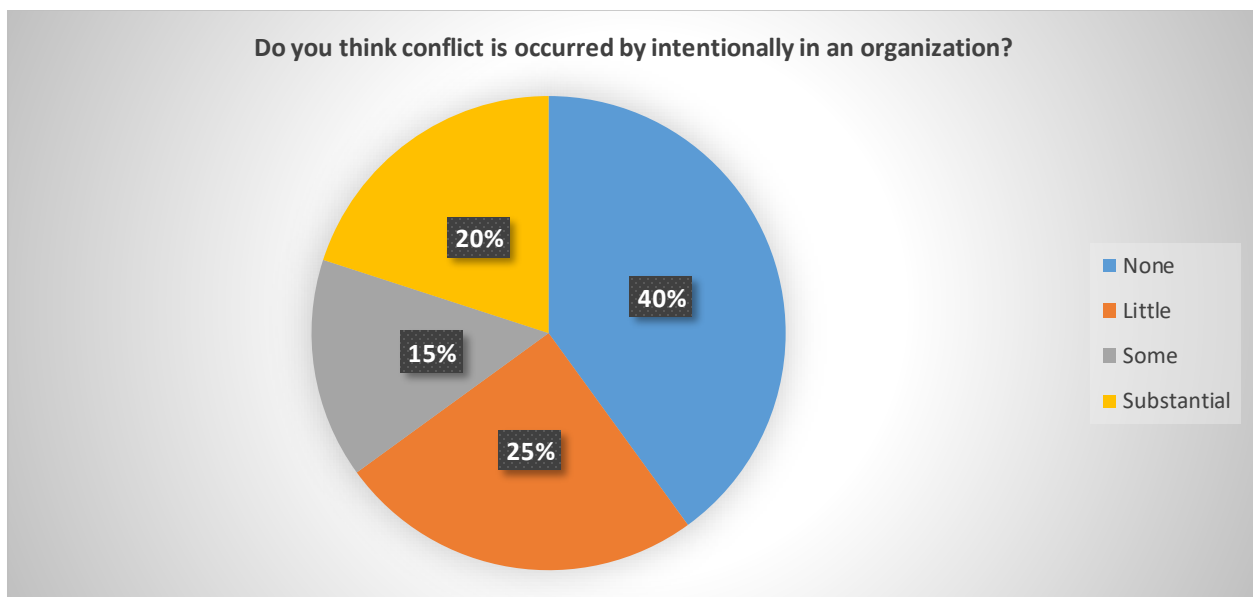| Response	No. of Respondent	Percentage (%)
None	16	40%
Little	6	15%
Some	10	25%
Substantial	8	20%

Figure 5: Intentional conflicts

Explanation: 40% respondent said conflict is occurred by not intentionally in an organization. According to the graph, 15% of people are marginally in favor of the choice. Whereas around 45 percent stated that it happened on purpose.

6.Updating leave encashment decreases conflict among employees in organization.

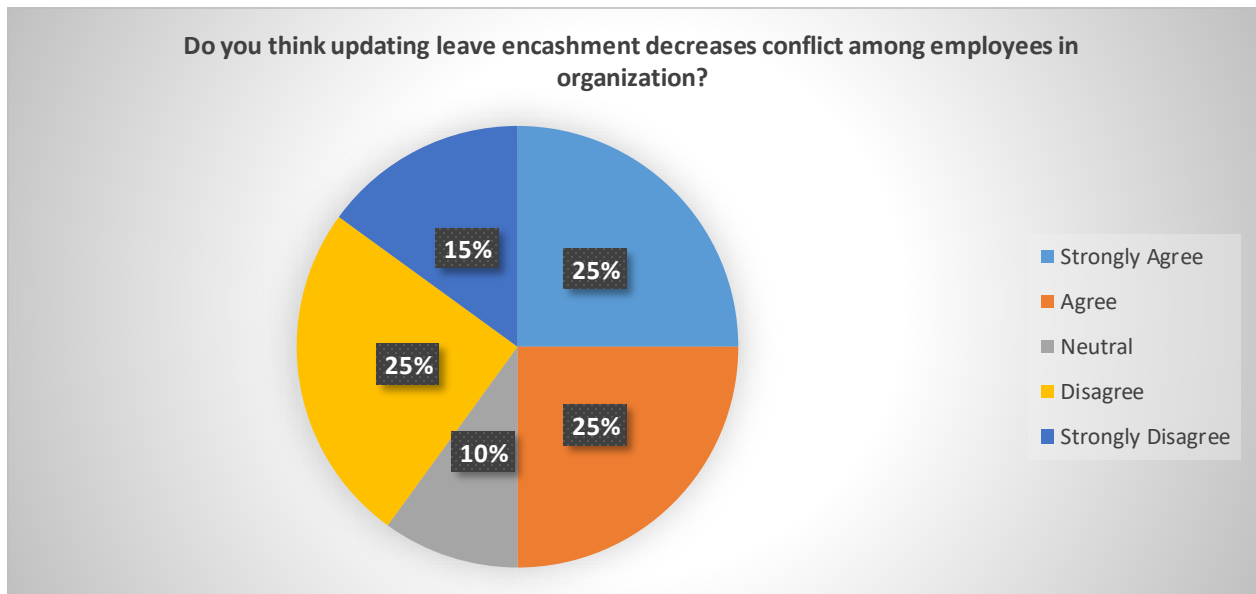| Response	No. of Respondent	Percentage (%)
Strongly Agree	10	25%
Agree	10	25%
Neutral	4	10%
Disagree	10	25%
Strongly Disagree	6	15%

Figure 6: Leave encashment effect

Explanation: 25% respondent said updating leave encashment decreases conflict among employees in organization. Another 25% were in their favor. However, 35% of those polled were hostile to the hypothesis. In addition, 10% were undecided.

7.Activeness of compliance department makes employees more willing to do their job.

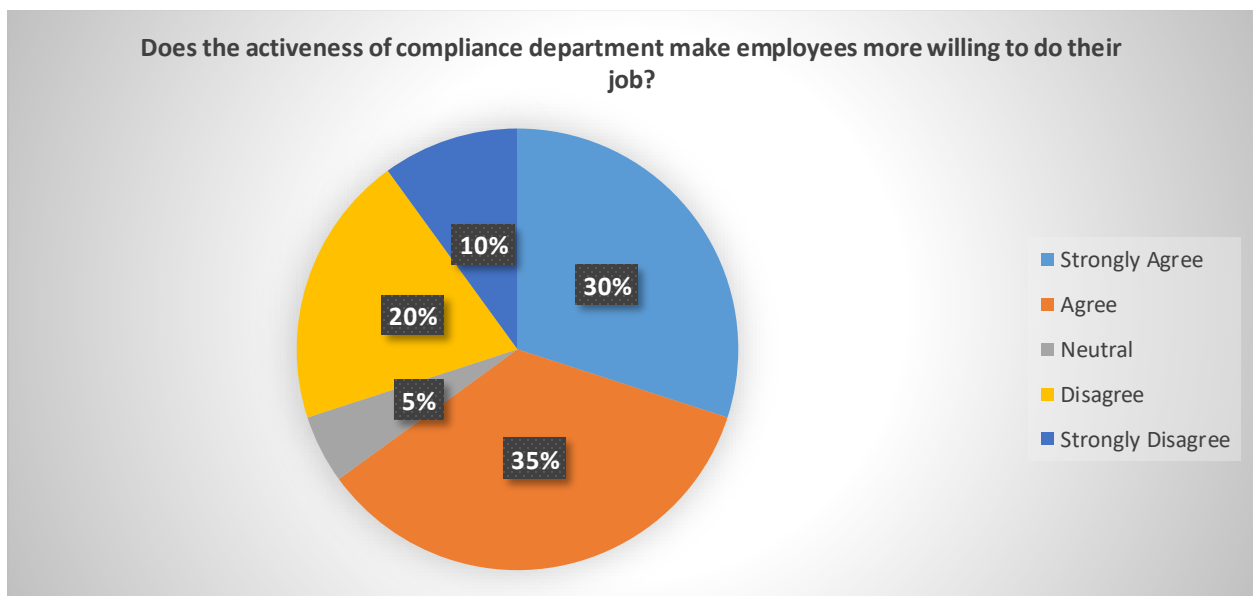| Response	No. of Respondent	Percentage (%)
Strongly Agree	12	30%
Agree	14	35%
Neutral	2	5%
Disagree	8	20%
Strongly Disagree	4	10%

Figure 7: Activeness of compliance department

Explanation: 35% respondent said activeness of compliance department makes employees more willing to do their job. According to this graph, more than 30% of respondents agree with them. Only 10% of those polled strongly disapproved with the situation. and only two of the forty respondents stayed neutral.

8.Conflict have a good effect in an organization.

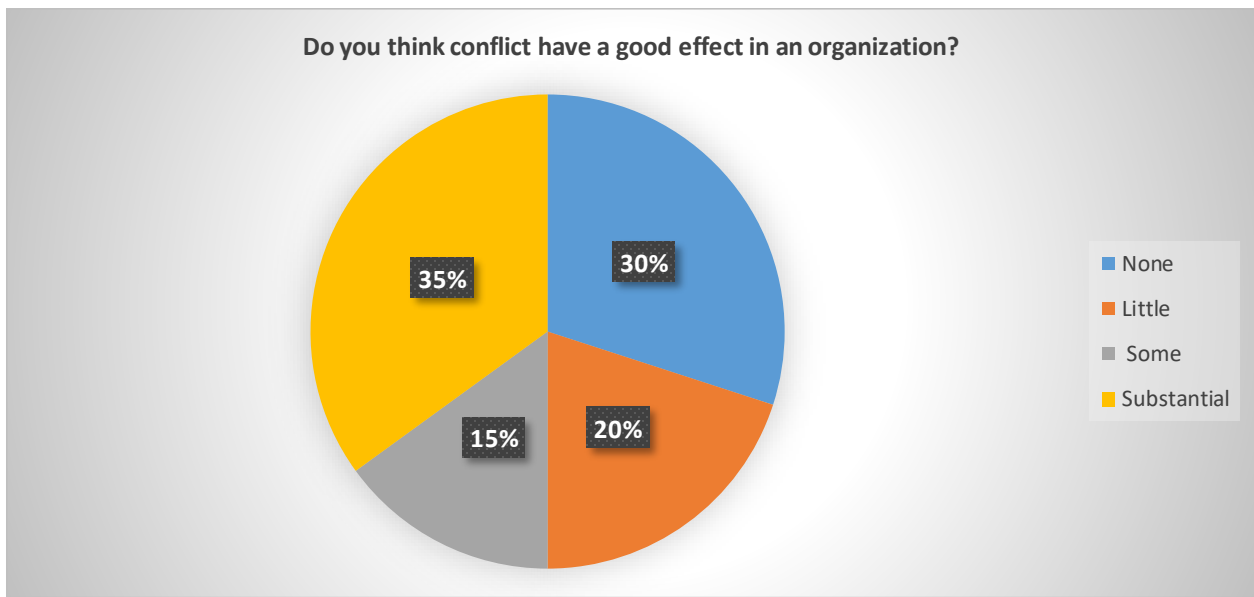| Response	No. of Respondent	Percentage (%)
None	12	30%
Little	8	20%
Some	6	15%
Substantial	14	35%

Figure 8: positive effect

Explanation: This graph demonstrated that almost half of the participants did not believe conflict has a positive effect. However, 15% believe it has some impact. Moreover, 35% respondents said conflict have a good effect in an organization.

9.Structural design is the cause of the conflicts in an organization?

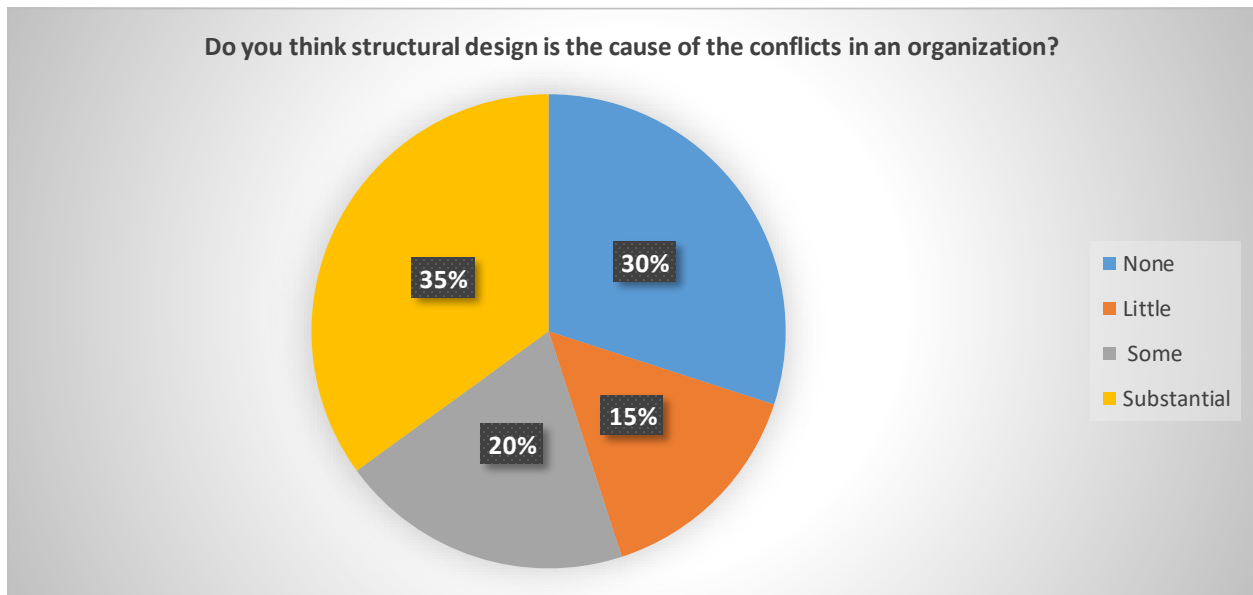| Response	No. of Respondent	Percentage (%)
None	12	30%
Little	6	15%
Some	8	20%
Substantial	14	35%

Figure 9: Structural design

Explanation: 35% respondent said structural design is the cause of the conflicts in an organization. 20% of them claimed it had some effect. 15% stated it had little impact. And 30% of those polled disagreed with the theory.

10.Conflict held in case of change management.

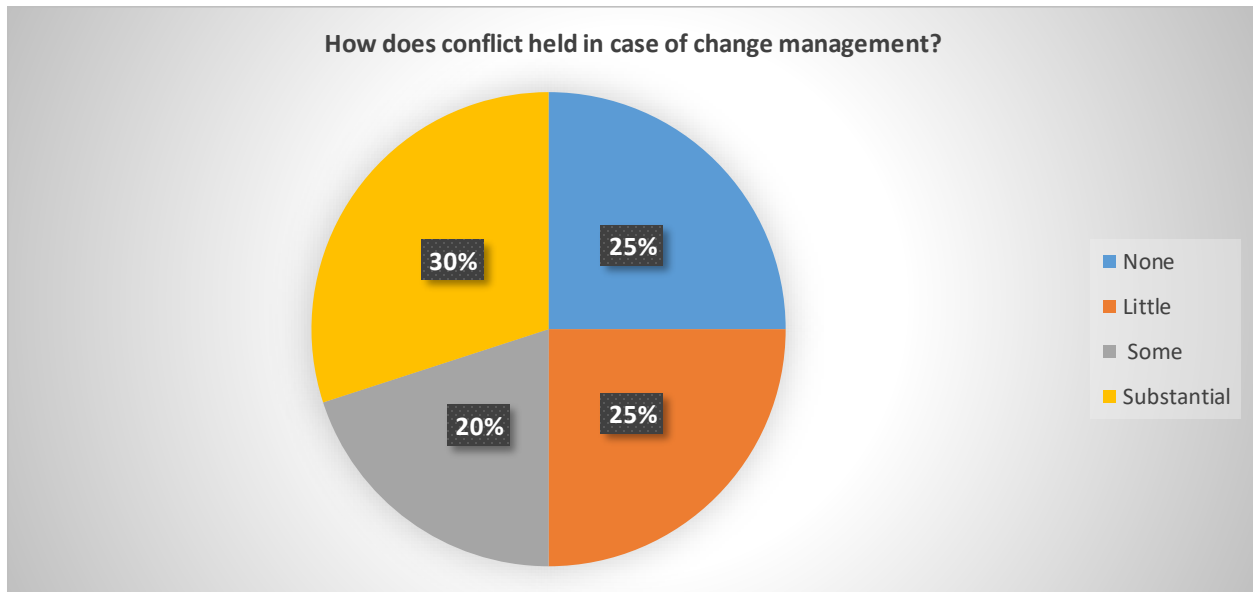| Response	No. of Respondent	Percentage (%)
None	10	25%
Little	10	25%
Some	8	20%
Substantial	12	30%

Figure 10: Change management effect

Explanation: According to this graph, management change can be a significant source of conflict management for 30% of respondents. Twenty percent of them agree with the theory. On the other side, 25% disagreed with the situation. More over a quarter of them are still uncertain.

11.Conflict affect in your productivity.

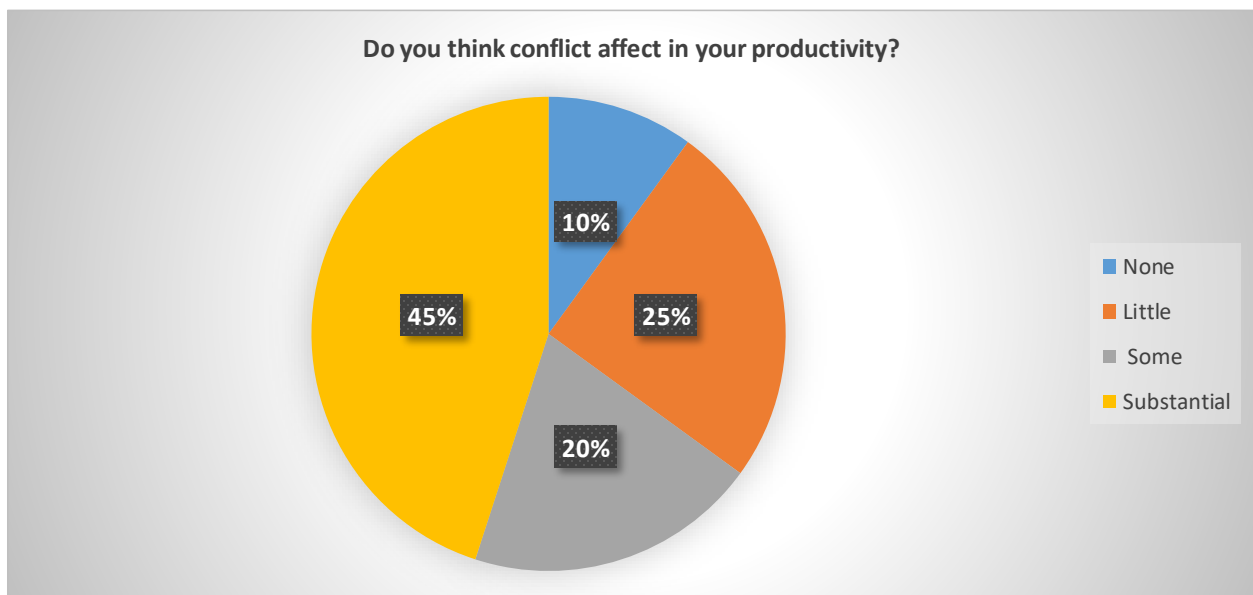| Response	No. of Respondent	Percentage (%)
None	4	10%
Little	10	25%
Some	8	20%
Substantial	18	45%

Figure 11: Conflict vs Productivity

Explanation: 45% respondent said conflict affect in productivity. It has some affect, according to 20% of those polled. Only 25% of those polled had an unfavorable response. 10% remained hesitant.

12.Conflict is happening in only private sector.

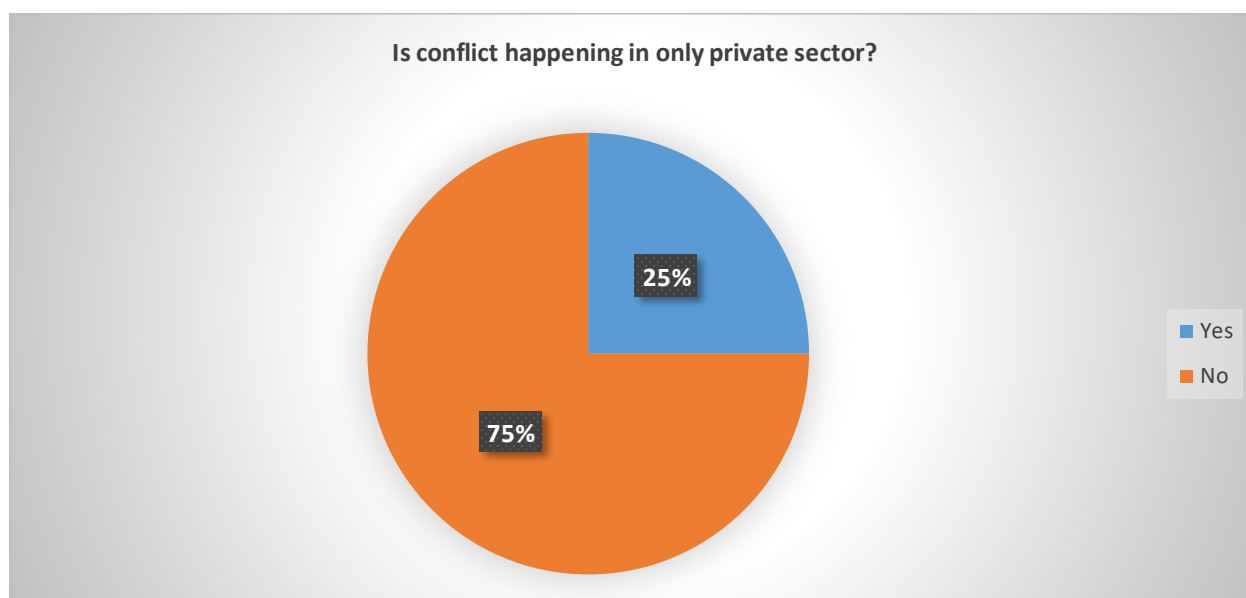| Response	No. of Respondent	Percentage (%)
Yes	10	25%
No	30	75%

Figure 12: Only Private sector

Explanation: Only 25% respondent said conflict is happening in only private sector. However, there is a substantial response in favor of not just the private sector, but also the public sector, which has conflicts. As a consequence, 75% of those polled responded no to the question.

4. Result and Discussion

4.1 Findings

1. 65% of respondents indicated conflict occurs in the banking sector, whereas 35% said conflict does not occur in this sector. As a result, it is possible to state that conflict occurs in the banking industry.

2. Thirty percent of respondents said conflict has a very negative impact on their work lives, twenty-five percent said it has a negative impact, fifteen percent said it has a positive impact, ten percent said it has a very positive impact, and twenty percent said it has no impact. As a result, it is possible to assert that conflict has a negative impact on work life.

3. 35% of respondents stated they encountered interpersonal conflict in their company, 15% said they did not confront interpersonal conflict in their organization, 20% faced little, and 30% faced significant.

4. 40 percent of respondents said miscommunication is the most significant barrier to conflict resolution, only 10 percent said it is not the most significant barrier to conflict resolution, 20 percent said miscommunication is a minor barrier to conflict resolution, and 30% said miscommunication is a barrier to conflict resolution. As a result, it may be stated that misunderstanding is the most significant obstacle to dispute resolution.

5. 40% of respondents stated conflict occurs unintentionally in a company, 15% agreed that conflict occurs unintentionally in an organization, 15% said some, and 25% said considerable. As a result, it may be stated that occurred on purpose inside an organization.

6. 25 percent of respondents said that updating leave encashment reduces conflict among employees in the organization, 25 percent strongly agree, and 25 percent agree that updating leave encashment decreases conflict among employees in the organization, 10 percent is neutral, 25 percent disagree, and 15 percent strongly disagree. As a result, updated leave encashment reduces disagreement among employees in the business.

7. According to 35% of respondents, the activeness of the compliance department makes employees more motivated to execute their jobs; 30% strongly agree, 5% neutral, 20% disagree, and 10% strongly disagree. As a result, the activeness of the compliance department makes employees more motivated to execute their jobs.

8. Conflict has a positive influence on an organization, according to 35% of respondents, whereas 30% answered no, 20% said little, and 15% said some. As a result, it is possible to argue that disagreement has a positive impact for an organization.

9. 35% of respondents stated structural design is the root of organizational disputes, 30% answered no, 20% said little, and 15% said some. As a result, structural design may be considered to be the root cause of disputes in an organization.

10. Thirty percent of respondents stated there was conflict in the case of change management, 25 percent answered no, 20 percent said there was some conflict, and 25 percent said there was little conflict. As a result, conflict exists in the situation of change management.

11. 45% of respondents stated conflict had an effect on productivity, 10% answered no, 25% said little, and 20% said some. As a result, it is possible to assert that disagreement has an impact on productivity.
12. Conflict does not occur solely in the private sector, according to 75% of respondents, whereas it occurs solely in the private sector, according to 25%. As a result, it may be stated that conflict does not occur just in the private sector.

4.2 Discussion

A qualitative research technique was used for the analysis, which comprised a range of questionnaires. The concerns discovered from the data obtained are the results in this section. The insights gained from the collected results are examined in the perspective of the report's key concepts.

According to the results of the questionnaire used in this research, the majority of disputes arise from specific difficulties between employees at the organizational level. Indeed, the study's findings clearly demonstrate that "conflict has always been a frequent phenomenon within the business sector, and employees encounter interpersonal conflict in the firm in such a visible way."

Justification

According to the research findings, there has been a significant conflict scenario among business personnel, as 65 percent of respondents agreed. Not only in the commercial sector, but also in the public sector. Because 75 percent of respondents stated that there is no conflict in the private sector alone. Conflict may occur in both the public and private sectors.

According to the findings, the main reason is "miscommunication and deliberate conflict of interest." As the two highest responses (40 percent), we obtain as the root cause of the entire dispute. Furthermore, the corporate structure was believed to be the most essential element because people feel that the type of culture links inside the business had a significant impact on dispute resolution.

As a result, the findings collected and support the notion that there has always been substantial dispute among employees in the company due to some serious issue. Many organizations still do not deal with conflict as effectively as they should.

4.3 Significant Findings

Following an adequate depiction of the survey, the following significant concerns are discovered:

- Conflicts happen at the commercial banks primarily as a result of misunderstanding, dishonesty, intentionality, and the management of departmental and structural change in s
- In today's business culture, the efficiency level of conflict is insufficient.
- The majority of employees are dissatisfied with the compliance department's operations and other departmental adjustments.
- To address the problem, a more productive, responsive, and positive culture is necessary.

5. Implications and Conclusion

5.1 Implication

5.1.1 Theoretical

Conflict resolution has ramifications at the corporate level. Future study might go beyond the implications described here to look into the relationships between conflict management and other organizational outcomes including risk taking, turnover and absenteeism, longevity, and productivity. Conflict resolution may have overlapping impacts on organizational performance, work loyalty and commitment, and other organizational attitudes and actions. Future study should also concentrate on mediators of the connection between conflict management and organizational and individual results. For instance, the link between conflict management and results may be higher in organizational aspects such as interdependence of tasks, complicated positions, frequent contact, stable circumstances, and long tenure. Conflict, on the other hand, is anticipated to have a smaller impact in organizational environments where individuals operate largely autonomously and roles are fixed, there is minimal contact, and tenure is low. Future study should focus on assessing the many elements that influence conflict management and results. As fact, the link between untrusting conflict management and low inventiveness may be a factor of low knowledge exchange, and the relationship between dominant conflict management and bad customer service may be a factor of low-quality human relationship, which is an important prerequisite of dealing with customers (Schneider, Ehrhart, & Macey, 2011).

Lastly, a conflict has the ability to improve conflict management theory by introducing an important borderline to the choices of participants who may use specific conflict management strategies; that is, it will assist in understanding the timeframe and reasons for personal preferences in organizations with certain conflict management strategies over others.

5.1.2 Practical

Apart from these theoretical advances, the current conflict management has possible practical consequences.

The influence of conflict resolution is primarily studied at the individual and small-group levels of study. This research will show the benefit of conflict for top managers as we learn more about the link between conflict management and its effects, and as research continues to establish conflict management's top to bottom determinants. A conflict management approach also provides new investigative tools and procedures for effecting systematic change in the structure of organizations. Organizations may intentionally choose and educate leaders to establish various conflict cultures, since leaders' personalities are essential and correspond to conflict management given particular organizational goals. It also implies that leaders must be conscious of their own conflict resolution patterns, since these have an influence that extends well beyond their interactions with particular workers and extends to the entire unit. According to Schneider (1987), "people make the place," and therefore individual variations impact not just individual performance but also the formation of corporate cultures. Furthermore, conflict resolution may be questioned, scrutinized, and altered.

Knowing the multidimensional components of conflict management puts us in a better position to assist with organizational transformations and basic aspects of all organizational systems.

5.2 Recommendation

Conflict resolution is the disciplined process of developing and maintaining individual competency in order to assist the organization deliver on its plan. This HR role is becoming increasingly important in modern businesses. The research team offers some things that will be useful while writing this article. The points are as follows:

1. Employee contributions should be appropriately acknowledged and rewarded.
2. The promotion procedure should be fair and easy to comprehend for employees, as well as devoid of bias.
3. Administration should be more friendly and helpful with their staff.
4. Team culture should be properly implemented in the organization since it increases an organization's competitiveness.
5. To eliminate dishonesty and business politics, a proper incentive and punishment structure should be created.

5.3 Conclusion

Conflict is unavoidable in business since it is a natural occurrence. Conflict exists in each type of organization, to varying degrees. Banks are currently working in a volatile atmosphere, looking for ways to increase overall competitiveness in the market. While economic and political concerns take center stage, employee management conflicts have a significant influence on company success. In the face of these problems, banks must now prioritize dispute resolution approaches. Modern companies understand the importance of conflict. Managers at all levels of the company should be trained in the fundamentals of organizational behavior, with a focus on conflict resolution. If managers correctly assess the degree of conflict inside the organization, they will be able to determine whether to reduce or increase conflicts. The goal of conflict resolution is to achieve the ideal amount of conflict at the level of organizational performance. According to my research, even if conflict resolution is not difficult, it has an impact on employee performance. The findings also show that certain levels of conflict have a negative impact on employee work-life owing to misunderstanding and a lack of understanding among coworkers. Employees in corporate level positions frequently experience interpersonal and intra-organizational disputes, which can be attributed to bad organizational structure design. According to the study, one of the primary causes of disputes at the corporate level is dishonesty, which is a deliberate behavioral component. On the other side, updated leave encashment can reduce employee disagreement, and the activeness of the compliance team makes employees more motivated to accomplish their jobs.

Finally, managers are becoming more engaged in conflict resolution since it is directly related to overall performance, and organizations are becoming more conscious of the issue because it is a crucial behavioral component in HRM. In the banking industry, the importance of constructive conflict and good conflict management is apparent. It is critical to raise employee understanding of the benefits of a fair amount of conflict. Managers and workers must be able to distinguish between conflicts based on personalities and conflicts based on business problems. According to that organization, conflicts focused on business concerns may be encouraged while conflicts focused on individuals can be reduced.

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7.Appendix

Questionnaire on conflict management in organization

I've invited you to fill out a form:

Dear Bhai/ Apa,
Good Day.
Appreciate you for devoting your precious time to this research.
This form includes a few questions about Conflict management in banking sector, which will aid me to finish the study project work.
Please be aware that this survey is being conducted for my personal use, and I value secrecy.
None of this information will be shared with other purpose.
So, your involvement is greatly appreciated.

1.Does conflict happen when you are working in a Banking sector?

- ○ Yes
- ○ No

2.How does conflict effect to your work life?

- ○ Effect in a very bad way
- ○ Effect in a bad way
- ○ Effect in a good way
- ○ Effect in a very good way
- ○ No effect

3.Are you faced interpersonal conflict in your organization?

- ○ None
- ○ Little
- ○ Some
- ○ Substantial
- ○ No effect

4.Do you think misunderstanding or miscommunication is the biggest barrier for the conflict?

- ○ None
- ○ Little
- ○ Some
- ○ Substantial

5.Do you think conflict is occurred by intentionally in an organization?

- ○ None
- ○ Little
- ○ Some
- ○ Substantial

6.Do you think updating leave encashment decreases conflict among employees in organization?

- ○ Strongly Agree
- ○ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree

7.Does the activeness of compliance department make employees more willing to do their job?

- ○ Strongly Agree
- ○ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree

8.Do you think conflict have a good effect in an organization?

- ○ None
- ○ Little
- ○ Some
- ○ Substantial

9.Do you think structural design is the cause of the conflicts in an organization?

- ○ None
- ○ Little
- ○ Some
- ○ Substantial

10.How does conflict held in case of change management?

- ○ None
- ○ Little
- ○ Some

○ Substantial

11. Do you think conflict affect in your productivity?

○ None
○ Little
○ Some
○ Substantial

12. Is conflict happening in only private sector?

○ Yes
○ No