

The Impact of Conflict Managing Style on Organizational Commitment in an Insurance Industry in Batticaloa District

Shamila F.A & Vinokanth S

Department of Management, Faculty of Commerce and Management,
Eastern University, Sri Lanka^{1&2}
Fsham751@gmail.com¹

Introduction and Objectives

Sri Lankan Insurance Industry is one of main industry in Sri Lankan economy and these industries provide so many employments opportunities. In new business era, conflict is a part of every organizational life. Conflict can occur between individuals and groups. It has arisen both positive and negative effects. Employees cannot be committed to the organization whenever conflict exists (Nair, 2008). Conflict that occurs among team members might reduce mutual understanding and thus hinder the commitment of employees to complete their tasks. It also causes employees to be short tempered, distrustful and resentful. This will result in negative consequences on group member's commitment towards the organization, hence increasing the intention to leave the organization. For this reason, conflict must be managed effectively to enhance organizational commitment towards the organization.

Therefore, the objective of this study is to identify the impact of conflict management styles on organizational commitment in an insurance industry in Batticaloadistrict

Research Method

To attain the objectives, the quantitative method was used and data were collected through questionnaires. The total population of the study was 175 of employees of selected insurance companies in Batticaloadistrict. Out

of these employees, only 150 employees (86%) are selected as sample by using disproportionate stratified sampling method. The study totally depends on primary data. The final questionnaire includes utilized scale is Likert's five-degree range. Regarding objectives of this study, unit of analysis is the employees who are working in the Ceylinco, Janashakthi, Union Assurance, HNB Assurance, Sri Lankan Insurance co-op, AIA Insurance companies in Batticaloadistrict. The data were analyzed using Pearson correlation and multiple regression analysis.

Conclusion

The finding of this study clearly shows that, level of conflict managing style and organizational commitment are in high level. The correlation coefficient (r) value is 0.748 at the 0.01 significant levels. The correlation coefficient (r) value show that, there is a positive and significant relationship between the conflict managing styles and organizational commitment in an insurance industry in Batticaloa District and also 60.5% of the variance of organizational commitment is explained by conflict managing styles in Batticaloa District. Finally, based on the result demonstrated that employees are more committed towards the organization through the use of conflict managing style.

Key Words: Integrating Style, Obliging Style, Compromising Style, Dominating style, Avoiding style

Table 1 Univariate Analysis of Conflict Managing Styles and its Dimension

Dimension	Mean	Std deviation	Decision Attribute
Integrating Style	4.37	0.43	High level
Obliging Style	3.30	0.38	High level
Compromising Style	3.35	0.72	Moderate level
Dominating Style	4.00	0.51	High level
Avoiding Style	4.28	0.47	High level
Conflict Management Style	4.12	0.34	High level

(Source: Survey data)

Table 2 Univariate Analysis of Organizational Commitment and its Dimension

Dimension	Mean	SD	Decision Attribute
Affective commitment	4.12	0.61	High level
Continuance commitment	3.57	0.55	High level
Normative commitment	3.58	0.54	High level
Organizational commitment	3.77	0.43	High level

(Source: Survey data)

Table 3 Regression Analysis between Conflict Managing Styles and Organizational Commitment

R Square :	0.618	F Statistic	46.557
Adjusted R Square	0.605	Sig.	0.000 ^a

(Source: Survey Data)

Table 4 Multiple Regression Model

Model	Unstandardized Coefficients		Sig.
	B	Std. Error	
Constant	0.183	0.290	0.530
Integrating Style	0.031	0.062	0.614
Obliging Style	0.061	0.077	0.432

Compromising Style	0.131	0.033	0.000
Dominating Style	0.287	0.055	0.000
Avoiding Style	0.374	0.053	0.000

(Source: Survey Data)

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