

# The Impact of Conflict Management Styles on Employees Individual Performance: Empirical Evidence from Pharmaceutical Industry in Syria

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Received date: Oct. 3, 2024, revision date: Oct. 25, 2024, Accepted: Nov. 8, 2024

## ABSTRACT

This research paper investigates the impact of conflict management styles—specifically the collaborating assertive approach and the cooperative accommodating approach—on employees' individual performance within the pharmaceutical industry in rural Damascus, Syria. Employing a quantitative methodology, the study gathers data through questionnaires distributed to employees at two different pharmaceutical factories. The findings of regression analysis show that the collaborative conflict management style has a positive and significant effect on employees' individual performance, suggesting that fostering collaboration in conflict resolution can improve employee outcomes. This collaborative approach emphasizes open communication and teamwork, which are critical for increasing productivity and job satisfaction. The study's sample, however, is limited because it is collected mainly from two pharmaceutical factories in rural Damascus. The geographical focus could restrict the findings' generalizability, as differences in workplace culture and external factors may influence outcomes in different settings. To gain a more detailed comprehension of these dynamics, future studies could benefit from examining bigger sample sizes across diverse sectors and geographical areas. By addressing these limitations, future studies can contribute to a deeper understanding of effective conflict management styles in the pharmaceutical industry and beyond.

**Keywords:** Conflict management, Conflict management styles, Thomas-Kilmann theory, Employees individual performance, Conflict resolution, Conflict impact on performance.

## 1. Introduction

Organizations in the 21st century struggle to navigate complex and unpredictable circumstances, including globalization, changing managerial paradigms, and the rise of horizontal and vertical hierarchies. These dynamics eventually lead to conflicts among numerous stakeholders, including employees, managers, and other organizational members. Conflicts can emerge simply because of differences in interests, values, and interpersonal relationships, and they can have a substantial impact on individual work performance. The competitive nature of organizational contexts increases these tensions, requiring the implementation of effective conflict management styles to prevent negative effects such as low morale and productivity. While conflicts are typically viewed as disruptive, good management of these tensions may turn them into opportunities for innovation, better collaboration, and increased performance.

This study seeks to investigate the influence of conflict management styles on individual work performance, with particular emphasis on the collaborating and accommodating styles outlined by the Thomas-Kilmann Conflict Management Model. Two distinct styles were selected because of their differing methodologies and their considerable effects on individual performance within organizational contexts. This research aims to explore how these styles affect employee productivity, engagement, and job satisfaction, ultimately

offering insights into how conflict management styles can either improve or hinder employees' individual performance in the workplace.

The Thomas-Kilmann Conflict Management Model defines five conflict resolution styles: competing, collaborating, compromising, avoiding, and accommodating. Each style has unique implications for conflict resolution and affects employee performance within organizations.

A detailed analysis of conflict management styles is necessary to understand their impact on conflict resolution, interpersonal relationships, and performance in the organization.

For example, the collaborating style encourages cooperation and shared problem-solving, which fosters interpersonal relationships and generates win-win outcomes, increasing employee engagement and overall productivity. Organizations can foster a collaborative environment in which employees feel valued, respected, and motivated, resulting in enhanced individual performance.

Adopting a collaborative approach enables employees to collaborate on ideas that benefit all parties involved. This strategy promotes team unity, creativity, and problem-solving skills, eventually enhancing individual performance. It promotes open communication, active listening, and mutual respect, which can boost cooperation and innovation. Effective conflict resolution allows organizations to transform challenges into opportunities for growth and involvement.

Conversely, the accommodating style aims to satisfy the needs of others, often at the cost of one's own objectives and interests. Although this approach may foster temporary peace and reduce immediate conflicts, it risks undermining individual long-term performance. Employee motivation and long-term satisfaction can decline if people feel their needs are regularly ignored or if they have to sacrifice their personal goals. Although a flexible approach can create short-term harmony, it is important to use it wisely, as relying too heavily on this strategy may result in burnout and disengagement.

In contrast, avoidance or competitive techniques can lead to persistent conflicts that consume employee energy, which can have a detrimental influence on long-term performance. By balancing strategies like collaboration and accommodation, organizations can address conflicts in a way that aligns business objectives with employee needs. Fostering a positive culture of conflict management ensures that employees feel engaged, motivated, and valued, which boosts their productivity and performance.

The relationship between conflict management styles and individual work performance emphasizes the importance of conflict management in shaping an organization's overall functioning. Conflict, whether constructive or detrimental, affects employee engagement, job satisfaction, and overall performance. The selection of conflict management approaches plays a vital role in determining whether disputes result in innovation and growth or lead to dissatisfaction and decreased motivation. Each conflict resolution style has its own impact on how individuals perceive their work environment and how they contribute to their organization's objectives.

Organizations that seek to promote mutual respect, trust, and collaboration must understand how diverse conflict resolution styles affect individual performance. By employing effective conflict management strategies, these organizations can not only avert harmful disputes but also promote constructive conversations that enhance overall performance. To achieve this objective, it is imperative for leaders and managers to cultivate an environment in which conflict is perceived as an opportunity for development rather than a danger. Specifically, a collaborative approach is vital for organizations seeking to enhance employee satisfaction and performance. It promotes open communication, active listening, and mutual respect, which can boost cooperation and innovation. The accommodating style, on the other hand, while effective in sustaining short-term harmony, should be employed with caution because overuse can lead to disengagement and burnout.

Organizations can unlock their full potential by balancing these two strategies to address conflicts in a way that aligns business objectives with employee needs. Fostering a positive culture of conflict management ensures that employees feel engaged, motivated, and valued, which boosts their productivity and performance. By prioritizing effective conflict resolution, organizations not only enhance individual contributions but also strengthen their overall success and long-term sustainability.

## **2. Conflict Management in Organizations**

Conflict management plays a pivotal role in shaping organizational dynamics, influencing productivity, employee morale, and overall organizational success. The Thomas-Kilmann Conflict Mode Instrument (TKI) is one of the most recognized frameworks for understanding conflict management behaviors. Developed by Kenneth W. Thomas and Ralph H. Kilmann in the 1970s, the TKI categorizes conflict-handling strategies into five distinct modes based on two primary dimensions: assertiveness and cooperativeness.

To elaborate, assertiveness refers to the degree to which an individual pursues their own concerns in a conflict, while cooperativeness measures the extent to which one seeks to satisfy the concerns of others. These dimensions are resulted in five conflict-handling modes: competing, collaborating, compromising, avoiding, and accommodating. Competing involves high assertiveness and low cooperativeness, where one individual seeks to win the conflict at the expense of others. Conversely, collaborating, characterized by high levels of both assertiveness and cooperativeness, aims to find a mutually beneficial solution for both parties. Compromising represents a middle-ground approach, where both parties make concessions to reach an acceptable resolution. In contrast, avoiding reflects low assertiveness and low cooperativeness, as individuals sidestep the conflict without addressing it directly, while accommodating involves low assertiveness and high cooperativeness, prioritizing the concerns of others over one's own needs.

In this context, these conflict-handling strategies provide a structured approach to understanding how individuals and teams manage disagreements in various organizational contexts. Notably, the TKI model has been applied extensively in both corporate and family business environments, offering leaders and employees valuable insights into effective conflict resolution strategies. Consequently, the studies reviewed here explore the application of the TKI model in different organizational settings and hierarchical structures, thereby highlighting its relevance and adaptability in fostering organizational effectiveness.

Moving forward, Pembri et al. (2023) conducted an in-depth study examining conflict management strategies within organizational settings, aiming to investigate the influence of various conflict resolution methods on organizational performance and employee behavior. The core objective of this study was to understand how different conflict management strategies affect overall organizational effectiveness, productivity, and employee morale. By focusing on the practical implications of these strategies, the research sought to identify which methods are most successful at mitigating conflict and subsequently improving organizational outcomes.

The methodology employed in this study was multifaceted, involving a comprehensive survey distributed across multiple organizational levels. This survey was designed to assess conflict management practices at various hierarchical levels, including front-line employees, middle managers, and senior executives. This approach was critical for capturing a holistic view of how conflict is managed throughout the organization and how these practices impact different levels of the hierarchy. Specifically, the survey questions aimed to gauge participants' perceptions of the effectiveness of different conflict management strategies, their experiences with conflict resolution, and the outcomes of these strategies in their work environment. Furthermore, the sample for the study consisted of 120 respondents from a diverse group of employees belonging to various organizations, including both public and private sector entities. The respondents were specifically drawn from Nigeria, providing a localized context for the research. The study targeted a broad

spectrum of participants, covering employees at different levels of the organizational hierarchy. This approach ensured a representative understanding of conflict management practices, including insights from general staff as well as managers and senior leaders, thus capturing varied perspectives within the organizational structure.

Remarkably, the results of the study indicated that conflict management strategies play a pivotal role in shaping organizational performance. Effective strategies, such as negotiation, collaboration, and compromise, were found to be highly beneficial in resolving conflicts and fostering a positive work environment. These approaches were associated with improved employee relationships, elevated morale, and increased productivity. Conversely, strategies like avoidance and competing were linked to negative outcomes, including heightened employee dissatisfaction, decreased productivity, and increased turnover. The research clearly highlighted that organizations employing collaborative and integrative approaches to conflict management experienced better overall performance and more harmonious workplace dynamics.

In light of these findings, the study put forth several recommendations for organizations aspiring to enhance their conflict management practices. Notably, it suggested that organizations prioritize adopting conflict resolution strategies that promote open communication and collaborative problem-solving. Additionally, training programs designed to equip both employees and managers with effective conflict resolution skills were recommended to improve the handling of disputes and enhance organizational performance. The study further emphasized the need for organizational structures that support proactive conflict management, encourage cooperation, and facilitate early intervention in potential conflicts.

Similarly, according to Schaubhut (2007), the study focused on assessing the applicability of the TKI model in a large-scale organizational context. Specifically, this research was conducted with a sample of 8,000 employees across various industries in the United States, aiming to explore how conflict management strategies differ across organizational hierarchies and demographic groups. The primary objective of this study was to validate the TKI model in diverse organizational settings and understand how individuals in different roles—ranging from entry-level employees to senior executives—engage in conflicts. Importantly, the sample was representative of the U.S. workforce, including participants from industries such as healthcare, education, finance, and manufacturing, as well as an equal representation of men and women and participants from various ethnic backgrounds. Participants completed the TKI assessment, which measured their preferred conflict-handling styles; the data was analyzed using statistical tools to examine variations in conflict-handling strategies across organizational levels and demographics.

Notably, the study found significant differences in conflict-handling strategies based on organizational role. For instance, senior managers and executives were more likely to use assertive conflict-handling strategies such as competing and collaborating, reflecting their need to make decisive decisions and maintain control in high-stakes situations.

In contrast, lower-level employees tended to adopt avoiding and accommodating strategies, indicating a preference to defer conflict resolution to superiors or avoid confrontation altogether. Furthermore, middle managers, who are often responsible for balancing the needs of both senior management and lower-level staff, leaned more towards compromising and collaborating strategies, reflecting their mediatory role within the organization. Notably, gender also plays a role in conflict management, with women being more likely than men to adopt accommodating strategies, particularly in male-dominated sectors.

The findings of this study, therefore, suggest that conflict-handling preferences are influenced by both the hierarchical level and the demographic characteristics of employees. Senior managers, due to their decision-making authority and responsibility for organizational direction, are more likely to engage in assertive conflict resolution methods. Conversely, lower-level employees, who may feel less empowered to assert their concerns in conflict situations, often adopt more passive approaches. In light of these findings, the study recommended that organizations implement conflict management training programs tailored to the

specific needs of employees at different hierarchical levels. In particular, senior managers should balance assertiveness with cooperation to resolve conflicts effectively. Middle managers need training in collaborative conflict resolution, given their role as mediators. Entry-level employees should be encouraged to actively participate in resolving disputes, focusing on assertiveness and problem-solving skills.

## **2.1. Styles of Conflict Resolution**

The Thomas-Kilmann Conflict Mode Instrument (TKI), created by Kenneth W. Thomas and Ralph H. Kilmann in the early 1970s, originated from their positions as management professors at the University of Pittsburgh. Drawing inspiration from earlier models, notably the Managerial Grid developed by Blake and Mouton, which emphasized "concern for production" and "concern for people," Thomas and Kilmann reformulated these concepts into a novel framework. They established two primary dimensions: assertiveness and cooperativeness, which underpin the five identified modes of conflict resolution: competing, collaborating, compromising, avoiding, and accommodating. The development of the TKI commenced around 1971, culminating in its formal introduction in 1974. Since that time, it has gained recognition as one of the most prevalent instruments for evaluating conflict management styles, especially in organizational contexts. In order to help people manage conflict more skillfully, Thomas and Kilmann were determined to establish a simple, approachable model that could be applied at various organizational levels. The TKI assesses personal behaviors in conflict scenarios, which are characterized by the perceived incompatibility of interests between two parties.

In these contexts, an individual's actions can be examined along two essential dimensions: (1) assertiveness, which reflects the extent to which a person endeavors to meet their own needs, and (2) cooperativeness, which denotes the degree to which an individual seeks to fulfill the needs of the other party.

Assertiveness is defined as an interpersonal characteristic that promotes equality in relationships by allowing people to express their rights, views, and feelings while acknowledging and respecting the rights of others. Tolerance, empathy, and altruism are examples of cooperative behavior. Individuals with high degrees of cooperativeness are viewed as supportive and agreeable, which improves team dynamics and organizational success.

Thomas and Kilmann (2008) posit that the dimensions of their model offer an extensive framework for recognizing five unique conflict management styles, as elaborated below:

### **2.1.1. Competing**

Competing is characterized by a high level of assertiveness and a low level of cooperativeness, wherein an individual prioritizes their own objectives and interests over the needs and concerns of others. This method is fundamentally driven by a desire for power and frequently involves strongly defending a personal viewpoint that is perceived as valid, regardless of the potential negative impact on others (Altmäe et al., 2013).

Those who adopt the competing style aim to achieve their objectives in a win-lose situation, using their power or position to influence outcomes while showing little interest in collaboration or compromise. It frequently leads to dissatisfaction among others involved (Nischal, 2014).

Overall, adaptability is often constrained within this competitive environment. Typically, individuals are more likely to embrace competing approaches when the stakes of the conflicts are high and when the likelihood of achieving a resolution through other means seems unlikely (Phillips & Cheston, 1979).

### **2.1.2. Collaborating**

Collaborating is distinguished by a high level of assertiveness and a low level of cooperativeness; it serves as a style for resolving conflicts that combine both approaches; a thorough examination of the situation is required to reveal the core interests of all parties involved, which will ultimately facilitate a solution that meets the needs of all (Altmäe et al., 2013).

Collaborative initiatives may take the form of discussions focused on understanding varying viewpoints, resolving conflicts regarding common resources, or creatively tackling interpersonal challenges. Additionally, it is essential for the involved parties to be ready to set aside any hostility or residual grievances they may hold against each other (Hussain et al., 2018).

Lovelace, Shapiro, and Weingart (2001) found a correlation between enhanced team invention and collaborative communication, which encompasses problem-solving and compromise. This strategy promotes social relationships while emphasizing the need for teamwork in producing creative, mutually beneficial outcomes, making it particularly useful for group decision-making when there is controversy.

### **2.1.3. Compromising**

Compromising occupies a middle ground that incorporates both assertiveness and cooperativeness. It aims to resolve conflicts by finding solutions that meet the needs and concerns of everyone involved. This method entails making concessions that exceed those found in competing strategies but are less extensive than those in accommodating approaches (Altmäe et al., 2013). Compromising tackles the issue more straightforwardly than avoidance, although it does not explore the matter as thoroughly as collaboration does. Typically, this method requires both parties to concede certain aspects in order to reach a resolution that equitably addresses their interests (Cioarță, 2020). Although it is a quick and practical solution, compromising often overlooks a full study of the problem and its root causes. It represents a practical approach to resolving differences by finding a balanced resolution (Qadir, 2020).

### **2.1.4. Avoiding**

Avoiding is marked by a lack of assertiveness and cooperation in which people choose to avoid or withdraw from the dispute rather than confront it. This style involves ignoring problems, disregarding personal and others' concerns, and postponing or refusing to find a solution (Altmäe et al., 2013).

Frequently considered a strategy for avoiding confrontation, it can create a power vacuum and leave the situation unsolved, either by waiting for a solution to emerge later or allowing the conflict to fade away on its own. Avoidance in conflict management typically manifests as the protective style or withdrawing. The protective style entails a constant commitment to avoiding conflict by building defensive barriers, refusing to accept conflicts, and occasionally engaging to hinder resolution attempts. It is distinguished by rigidity, little activity, and low disclosure. Withdrawing, on the other hand, is more adaptive and uses strategies like smoothing to minimize conflicts, emphasize agreements, and avoid sensitive topics to preserve peace, and fogging to acknowledge only a fraction of a problem. Both techniques emphasize relationship preservation over direct resolution of conflicts (Folger, Poole, & Stutman, 2009).

### **2.1.5. Accommodating**

Accommodating style is distinguished by a lack of aggressiveness and a high level of cooperativeness. It occurs when someone prioritizes another person's wants and interests over their own, which frequently involves some degree of self-denial. This approach often arises from wanting to maintain the relationship strong or to be supportive, even if it means sacrificing their own preferences or objectives (Altmäe et al., 2013).

It reflects a willingness to cooperate fully while being less assertive about one's own concerns. As the opposite of a competitive approach, accommodating seeks harmony but can sometimes result in one person consistently giving up their own goals to ensure the other's satisfaction. Conceding and yielding are the two main categories of accommodating conduct. A submissive mindset that puts others' demands before one's own, often ignoring one's own interests in the process, is what is meant by yielding. Contrarily, conceiving is a more proactive strategy whereby individual's express concerns about other people while continuing to concentrate on the most important matters (Folger, Poole, & Stutman, 2009).

### 3. Employee Performance

Employee performance is defined as the extent to which workers contribute to the company, which includes output quantity, output quality, workplace attendance, and cooperative attitude (Annisa & Ginarti, 2023).

Annisa and Ginarti (2023) emphasize that ongoing enhancements in employee performance yield beneficial outcomes for the organization, noting that sustained improvements in performance levels can facilitate the company's growth, where performance is shaped by both internal and external factors, with self-efficacy being a key internal factor.

Nykänen et al. (2019) argue that self-efficacy can motivate individuals to undertake specific tasks, while Aka and Gokhan (2015) assert that self-efficacy reflects a person's confidence in their ability to accomplish tasks independently; this belief shapes one's mindset and emotional responses when completing work.

Ardant and Edy (2017) note that employees with strong self-efficacy tend to maintain a positive outlook, are goal-oriented, and seek practical help when needed, rather than emotional support. Conversely, those with low self-efficacy often dwell on problems and harbor fears of failure or inadequacy in performing their duties.

In addition to self-efficacy, locus of control plays a significant role in influencing employee performance.) Annisa and Ginarti (2023) describe locus of control as an individual's capacity to regulate their actions concerning success or failure; Ary and Sriathi (2019) describe it as a personality trait that shapes how a person interprets their successes and failures, attributing them to either internal or external factors.

Annisa and Ginarti (2023) elaborate that the degree to which individuals believe that the results of their actions depend on their own efforts or characteristics, as opposed to being influenced by chance, luck, or external forces, is a critical aspect of locus of control.

Kesumawati et al. (2021) add that individuals with an internal locus of control perceive the world as predictable, while those with an external locus of control see the world as unpredictable, believing their personal habits have little effect on achieving their goals (Annisa & Ginarti, 2023).

#### 3.1. The measurement of employee work performance

The measurement of individual work performance has garnered significant attention in recent occupational research due to its critical role in enhancing organizational productivity and employee effectiveness. As organizations strive to optimize employee contributions and better understand performance dynamics, the development of accurate and comprehensive measurement tools has become increasingly important. One such tool, the Individual Work Performance Questionnaire (IWPQ), emerged from an extensive body of research aimed at addressing the complex nature of work performance and the necessity of capturing its multiple dimensions. The foundational work of Koopmans et al. (2011) established the IWPQ by consolidating existing frameworks of individual work performance into a unified and measurable instrument. This development was driven by a recognition of the need for a tool that could encapsulate the

various aspects of work performance, including task performance, contextual performance, counterproductive work behavior, and adaptive performance, within a single, reliable framework.

Prior to the creation of the IWPQ, the literature on work performance often presented fragmented views, with different fields employing their own definitions and measurement methods. Koopmans et al. (2013a) identified a significant gap in the existing tools, which either lacked comprehensive applicability across diverse work settings or failed to address all performance dimensions adequately. This insight was pivotal in shaping the IWPQ's development, which sought not merely to add another questionnaire to the field but to refine and validate an instrument that could consistently and accurately reflect the multifaceted nature of work performance across various contexts. The IWPQ's creation involved a meticulous process of integrating theoretical and empirical foundations, including pilot testing and field testing, to ensure practical relevance and scientific robustness.

The methodology underlying the IWPQ's development was rooted in rigorous empirical testing. Koopmans et al. (2013b) conducted an initial pilot test involving a small sample of employees from various industries in the Netherlands, such as healthcare and education. This phase was crucial for identifying any issues related to clarity, relevance, and applicability. Feedback from the pilot test allowed for refinements to the questionnaire, ensuring that it was both understandable and pertinent to employees in a wide range of job roles. Following the pilot phase, a larger field test was carried out with over 1,240 employees from diverse sectors, including retail and manufacturing. This extensive testing was instrumental in validating the IWPQ's effectiveness in capturing core performance dimensions across different industries. The large and varied sample ensured that the IWPQ maintained its reliability and validity across different contexts, addressing the need for a universally applicable performance measurement tool.

In addition to ensuring practical relevance, the developers of the IWPQ emphasized the importance of precision and reliability in performance measurement. To enhance the questionnaire's accuracy, Koopmans et al. (2013b) employed Rasch analysis, a sophisticated statistical method used to refine the scaling of questionnaire items. Rasch's analysis allowed for the identification and revision of items that did not align well with the overall structure of the questionnaire. By adjusting the difficulty of items relative to respondents' abilities, Rasch's analysis helped ensure that each item on the IWPQ accurately reflected varying levels of individual work performance. This refinement process was essential for the questionnaire's adaptability to different occupational contexts, reinforcing its precision and relevance.

Construct validity was another critical phase in the IWPQ's development. Validating the construct involved assessing whether the questionnaire accurately measured the concept of individual work performance. Koopmans et al. (2014b) compared the IWPQ's results with other established constructs, such as presenteeism, work engagement, and job satisfaction to confirm its validity. A sample of 1,527 employees from various industries, including education and healthcare, participated in this validation phase. The results indicated strong correlations between the IWPQ's dimensions—task performance, contextual performance, and counterproductive work behavior—and related measures of work engagement and presenteeism. This strong correlation demonstrated that the IWPQ effectively captured individual work performance and aligned well with other critical aspects of employee behavior. Furthermore, the study showed that the IWPQ could differentiate between high and low levels of job satisfaction and overall employee health, further supporting its construct validity. This phase was crucial in affirming the theoretical soundness of the IWPQ and its applicability in both academic research and practical settings.

The responsiveness of the IWPQ, or its ability to detect changes in performance over time, was another significant aspect of its evaluation. Koopmans et al. (2014c) tested the IWPQ's responsiveness in a randomized controlled trial involving 854 employees from various Dutch organizations. The study aimed to assess the IWPQ's ability to capture changes in work performance following a workplace intervention designed to enhance physical activity and relaxation. The intervention was intended to improve employee well-being, which, in turn, was expected to enhance performance. The IWPQ was administered both before

and after the intervention, revealing that the questionnaire was highly responsive, capturing significant changes in task performance and reductions in counterproductive behaviors. The IWPQ's ability to track performance improvements following the intervention highlighted its utility as a dynamic tool, capable of measuring not only static performance but also changes over time. This responsiveness is a key feature of the IWPQ, making it suitable for longitudinal studies or interventions aimed at improving employee performance.

As globalization has increased the diversity of the workforce, the cross-cultural adaptation of the IWPQ became essential. Koopmans et al. (2016) undertook a comprehensive process to adapt the IWPQ for different cultural contexts, including translating it into American English and validating it for the U.S. workforce. A sample of 981 workers from various industries, such as healthcare, technology, and service sectors across the United States, was used to validate this adaptation. The translation process involved not only linguistic conversion but also cultural adaptation to ensure that the questionnaire remained relevant and valid in a non-Dutch context. The American-English version of the IWPQ retained its psychometric properties, confirming the tool's robustness and adaptability across different cultural settings.

Additionally, a broader cross-cultural study was conducted involving 1,106 employees from various countries and occupational sectors. This global sample allowed for an in-depth examination of the IWPQ's psychometric properties across different cultural contexts. The adaptation process involved translation, back-translation, and pre-testing in diverse settings to ensure that the items were both comprehensible and culturally relevant. During this phase, factorial invariance analysis was performed to confirm that the IWPQ's three-factor structure—task performance, contextual performance, and counterproductive behaviors—remained consistent across cultures. The results demonstrated that the IWPQ maintained its reliability and validity regardless of respondents' cultural backgrounds.

The successful cross-cultural adaptation of the Individual Work Performance Questionnaire (IWPQ) underscores its flexibility as a reliable tool for measuring work performance across various global contexts. Cultural sensitivity played a critical role throughout this process. While task performance tends to remain consistent across cultures, contextual performance and counterproductive behaviors can vary greatly, shaped by societal norms and organizational structures. For instance, behaviors considered counterproductive in one culture might be accepted or even encouraged in another, highlighting the need for performance measures that account for these nuances. Moreover, the hierarchical structures prevalent in some cultures influenced how employee performance was perceived and evaluated, highlighting the importance of adapting the IWPQ for accurate and reliable assessments across different settings.

In line with this, Ramos-Villagrasa et al. (2019) conducted a study to validate the Spanish version of the IWPQ, emphasizing its applicability and reliability in Spain. The research applied exploratory structural equation modeling (ESEM) and confirmatory factor analysis (CFA) to ensure that the IWPQ maintained its robust three-dimensional structure—task performance, contextual performance, and counterproductive behaviors—across different occupational contexts. These techniques allowed the researchers to address potential issues with data, such as non-normality, ensuring that the IWPQ's structure remained stable and the results were dependable. The study utilized a diverse sample from various sectors within Spain, enhancing the generalizability of the findings and providing insights into job performance in non-Anglo-Saxon environments. The results demonstrated that the Spanish version of the IWPQ exhibited a satisfactory fit with the original model, confirming its reliability and preserving the tool's three-dimensional framework. However, the researchers identified a ceiling effect in task performance scores and noted a lack of correlation between contextual performance and counterproductive behaviors, suggesting areas for further refinement.

To enhance the IWPQ's applicability, the study recommended the inclusion of multiple raters—such as supervisors and peers—rather than relying solely on self-reports. This approach would provide a more holistic view of individual performance and mitigate potential biases. Additionally, tailoring the IWPQ to

different job roles or sectors could improve its precision, allowing the tool to address performance dimensions that are unique to specific occupations. Such refinements would make the IWPQ even more versatile in measuring job performance across a wider array of contexts. This cross-cultural adaptation and the findings from Ramos-Villagrasa et al. (2019) demonstrate the growing utility of the IWPQ not only in academic research but also in practical performance evaluations. As organizations increasingly operate within globalized contexts, the adaptability of the IWPQ across different languages and cultures solidifies its importance in workforce management. The tool enables organizations to assess work performance comprehensively, considering both individual contributions and broader organizational dynamics.

Extending the cross-cultural validation of the IWPQ, researchers have examined the effectiveness of employee performance measurement tools across various contexts. This examination has focused on adapting these tools to different cultural and occupational environments. One such study illustrates these efforts in detail.

One such study was conducted by Kazan and Gumus (2013), who investigated employee performance within the context of a state bank. Their research aimed to identify the factors influencing employee performance and provide insights into improving performance measurement systems in banking institutions. The sample consisted of 500 qualified observations from a larger population of 20,000 employees, selected to ensure a representative analysis. By using statistical analysis techniques, the study explored the relationships between several factors, such as institutional belonging, motivation, and administrative perspectives, and their impact on performance. The results revealed that while factors like salary, job satisfaction, and promotion had no significant effect on performance, institutional belonging and motivation were positively associated with better performance outcomes. Specifically, each one-unit increase in these factors led to a 0.556-unit improvement in performance, with administrative perspectives adding an additional 0.140-unit increase. However, changes in the physical working environment had a negative impact, decreasing performance by 0.158 units. The study recommended that banking executives focus on improving institutional belonging and motivation as key areas to enhance employee performance. It further suggested extending this research to other state and private banks for broader validation.

In their research on validating the IWPQ in the Italian organizational context, Platania et al. (2023) addressed the lack of comprehensive measures for individual work performance in Italy. Their goal was to validate the IWPQ and ensure it was adaptable across various occupational categories. The sample size consisted of 1,053 participants from a broad range of demographics, ensuring a representative analysis of Italy's workforce. The study employed both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), along with Multigroup Confirmatory Factor Analysis (MCFA), to test the tool's structural validity. The study demonstrated that the IWPQ was valid within the Italian context, confirming a three-factor structure of 17 items. The performance evaluation approach emphasized individual-level contributions within the workplace, particularly in horizontal hierarchies, rather than management-focused assessments.

Similarly, Chalco-Ccapa et al. (2024) focused on validating the Individual Work Performance Questionnaire (IWPQ) for use among Peruvian nurses. The study's objective was to examine the questionnaire's factorial structure, reliability, and invariance across gender and age groups within the nursing profession. A sample of 886 nurses was used, the majority of whom were female, with participants ranging in age from 20 to 65 years. Employing Confirmatory Factor Analysis (CFA), the study confirmed the three-factor structure of the IWPQ, consisting of task performance, contextual performance, and counterproductive behaviors. The results demonstrated that the scale was valid across different demographic segments, showing no significant differences in the scale's performance across gender and age groups. The study concluded that the IWPQ is a reliable tool for evaluating work performance in the healthcare sector, particularly among frontline nurses, and recommended its use in future performance evaluations within similar healthcare settings.

The validation of the IWPQ was also extended to Indonesia, as Dwiliesanti and Yudiarso (2022) conducted a study using Rasch analysis to evaluate the psychometric properties of the Indonesian version of the IWPQ. Their primary focus was on testing the instrument's reliability, one-dimensionality, and rating scale functioning. The sample consisted of 213 Indonesian employees, ranging in age from 18 to 46 years, all of whom had been employed for at least three months. The study confirmed that the IWPQ's sub-scales, including task performance, contextual performance, and counterproductive behaviors, were distinct and reliable. However, one item in the contextual performance subscale (CP6) did not fit the model as well as others, indicating the need for further revision. Additionally, the study identified biases in responses related to gender and tenure, with women rating certain items higher than men. These findings suggested that adjustments to the IWPQ were necessary to enhance measurement accuracy across different demographic groups. Despite these limitations, the study concluded that the IWPQ remained a valuable tool for evaluating individual work performance in Indonesia and recommended further research to address the identified biases.

In a subsequent study, Widyastuti et al. (2024) further validated the Indonesian version of the IWPQ, this time focusing on the instrument's factor structure and construct validity. Their study aimed to assess the relationship between the IWPQ and the Utrecht Work Engagement Scale (UWES) to gain a broader understanding of how work engagement influences performance. The sample size for this study was 609 employees, divided into two groups: 231 participants in Study 1 and 378 participants in Study 2. Using Confirmatory Factor Analysis (CFA), the study confirmed the IWPQ's three-factor model, consisting of task performance, contextual performance, and counterproductive behaviors. The findings showed a positive correlation between the IWPQ and work engagement, confirming that the tool effectively measures work performance in relation to engagement levels. The researchers concluded that the IWPQ is a robust instrument for assessing work performance in Indonesia and recommended its use in future studies, particularly for exploring how work engagement influences performance outcomes.

The study highlighted the importance of understanding the components that influence individual performance and recommended further research to explore these factors in depth to improve organizational practices.

### **3.2. Conflict Management and Employee Performance**

Expanding on this theme, Guiab and Miguel (2023) conducted research to understand the relationship between conflict management styles and demographic profiles among faculty and staff at a state university in Northern Philippines. The primary aim of this research was to understand the relationship between these styles and their demographic profiles, ultimately to develop a potential training program in conflict management. To accomplish this, the research involved a sample of 40 participants, comprising 26 faculty members and 14 staff.

Data were gathered using surveys, interviews, and focus group discussions (FGDs), employing the Thomas-Kilmann CMS Inventory, which demonstrated a high Content Validity Index (CVI of 0.91) and reliability (Cronbach Alpha of 0.95). The data were then analyzed using descriptive statistics, the Z-test for independent sample means, and the Chi-square test. The study inferred that while faculty members predominantly utilize an avoiding conflict management style, staff members generally favor a compromising style. Intriguingly, faculty with administrative roles and some staff employed combinations of styles, such as compromising-collaborating. Contrary to expectations, demographic profiles did not significantly influence conflict management styles. Consequently, the study concluded that existing practices and strategies for managing conflict among faculty and staff require enhancement, particularly in adopting more effective conflict management styles.

Thus, it proposed the development and implementation of a tailored training program on conflict management styles for faculty, staff, and students. Accordingly, further research is recommended to explore the effects of various conflict management strategies on performance.

Expanding upon this, Imene and Joy (2023) aimed to evaluate the impact of various conflict management approaches on employee productivity within two Nigerian tertiary institutions. Their study sought to test the hypothesis that different conflict management strategies influence productivity. To achieve this objective, the researchers employed a survey research design, collecting data through questionnaires distributed to a sample of 80 staff members from an initial population of 87.

The study utilized inferential statistics and correlation analysis, with SPSS version 23 facilitating the assessment of relationships between conflict management strategies and employee productivity. Through descriptive statistics and correlation coefficient analysis, the significance and strength of these relationships were determined. Notably, the results revealed that both the accommodation approach and the avoiding approach were significantly positively correlated with employee productivity, while the compromise approach was identified as having a negative impact. In conclusion, the study asserted that effective conflict management, particularly through collaboration and accommodation, enhances employee productivity. Consequently, it is recommended that Nigerian tertiary institutions implement regular workshops on conflict management, establish open communication channels, and promote collaborative conflict resolution strategies to improve workplace productivity and organizational cohesion.

Moreover, Augustine et al. (2024b) explored the how different conflict management strategies impact employee performance at the University of Calabar Teaching Hospital in Calabar, Nigeria. This study examined how conflict avoidance affects work quality, how conflict accommodation influences motivation, and how collaboration and mediation strategies impact employee commitment and involvement. To gather data, a sample of 300 employees out of a total population of 687 at the University of Calabar Teaching Hospital was utilized.

The analysis was conducted using simple linear regression and Pearson product moment correlation coefficient to test the hypotheses. Ultimately, the study concluded that conflict management strategies, particularly avoidance, collaboration, accommodation, and mediation, have a significant positive effect on employees' performance and organizational outcomes.

Thus, the null hypothesis was rejected, affirming that these strategies positively influence work quality, commitment, motivation, and involvement. Accordingly, the study recommends that management enhance communication and provide training in conflict management to create a more conducive work environment. Effectively implementing conflict management strategies is essential for improving employee performance and achieving organizational goals at the University of Calabar Teaching Hospital.

In a related investigation, Nnia et al. (2023) examined the impact of conflict management strategies on performance in the transportation sector, with a particular focus on Peace Mass Transit Ltd., Enugu. This research employed a quantitative approach, utilizing linear regression analysis to evaluate the relationship between conflict management strategies and organizational performance. A sample of 255 respondents was selected from a total population of 706 employees across different departments. The data were collected using self-administered questionnaires.

The analysis revealed significant findings regarding the effectiveness of different conflict management approaches. Specifically, accommodating and avoiding strategies were shown to have notable impacts on organizational performance. While the accommodating strategy promoted positive relationships, it sometimes led to less favorable outcomes. Meanwhile, the avoiding strategy often resulted in unresolved issues that could detract from organizational efficiency if not managed carefully.

Furthermore, although not explicitly tested in this study, the collaborating strategy is generally viewed as effective for fostering mutual gains and integrating diverse perspectives. Consequently, the study concluded that constructive conflict management strategies are essential for enhancing organizational performance. To this end, effective conflict management can improve employee productivity and organizational efficiency by fostering a positive work environment. In light of these insights, it is recommended that Peace Mass Transit Ltd. implement and prioritize constructive conflict management strategies, establish robust communication channels, and encourage open discussions about conflicts to enhance overall performance.

Additionally, Alhamali (2019) investigated the impact of conflict management styles on team performance of supervisors of teams in universities. In this study, conflict management was conceptualized in terms of five styles: avoiding, integrating, dominating, obliging, and compromising. Team performance was operationalized in terms of team cohesion, team communication, innovativeness, and quality. The study collected data via a questionnaire from a sample of 231 employees working in 40 teams across 20 universities.

Using SPSS and AMOS for data analysis, the study revealed that integrating, obliging, and compromising styles significantly positively affected team performance, enhancing cohesion, communication, innovativeness, and quality. Conversely, avoiding and dominating styles had significant negative effects on team dynamics. The study ultimately concluded that effective conflict management is crucial for improving team dynamics and overall satisfaction. Furthermore, it recommended that future research consider external ratings of team performance and include control variables such as organizational size and demographic characteristics for a more comprehensive understanding.

Turning to another perspective, Usendok (2022) investigated conflict management strategies and their impact on employee performance in a multinational corporation. This study aimed to examine how different conflict management strategies influence employee performance in a large multinational setting. Employing a mixed-methods approach, including quantitative surveys and qualitative interviews, data were collected from 150 employees across various departments.

The study employed statistical techniques such as multiple regression analysis and thematic analysis to interpret the data. The findings indicated that while avoiding and competing strategies were linked to lower employee satisfaction and performance, accommodating and collaborating strategies were associated with higher levels of job satisfaction, engagement, and overall performance. Furthermore, the study found that the effectiveness of conflict management strategies was moderated by organizational culture and employee individual differences. These results reinforce the broader understanding that constructive conflict management strategies, especially when aligned with organizational culture and individual needs, are crucial for optimizing employee performance. Thus, Usendok's study supports the notion that organizations should adopt and customize conflict management practices that fit their specific cultural and operational contexts to maximize employee productivity and satisfaction.

Continuing this discourse, Safi and Khairkhwa (2024) investigated how conflict management practices affect employee performance within organizations. They defined organizational conflict as disputes arising from incompatible interests, goals, or values among individuals or groups. The primary research question assessed the effect of conflict management on employee performance, with additional inquiries exploring its impact on productivity and organizational dynamics.

The central hypothesis posits that conflict management positively influences employee performance, supported by a sub-hypothesis suggesting similar positive effects on organizational management. By utilizing a qualitative research methodology and analyzing secondary data from academic journals, books, and reputable websites, the study revealed that effective conflict management can enhance employee performance and organizational productivity, while poorly managed conflict can lead to stress, absenteeism, and high attrition rates. The thematic analysis indicated that both functional and dysfunctional conflicts have significant effects on organizational outcomes. Specifically, functional conflict may lead to innovation

and improved performance, whereas dysfunctional conflict can create an environment of fear and mistrust. Ultimately, the study concluded that effective conflict management plays a pivotal role in enhancing employee performance and achieving overall organizational success. It recommended integrating conflict management training into business curricula and utilizing external support, such as developmental assessment centers, to improve conflict resolution skills.

In addition, Iskamto et al. (2022) explored conflict management in the workplace and its impact on employee productivity in private companies. This study focused on PT. Hero Supermarket Tbk Giant Jackfruit Branch in Pekanbaru and utilized a saturated sampling technique, including all 90 respondents from the target group to ensure comprehensive data collection. Data analysis was performed using SPSS version 25, incorporating validity and reliability tests, simple linear regression, and t-test analysis.

The results revealed a significant relationship between conflict and employee performance, with a coefficient of determination ( $R^2$ ) of 59.7% indicating that conflict explains a substantial portion of the variance in employee performance, with the remaining 40.3% influenced by other factors not explored in the study. Hypothesis testing showed that the t-count of 2.2250 exceeded the t-table value of 1.987, leading to the acceptance of the alternative hypothesis. Therefore, the study concluded that conflict management is essential for improving employee performance, with a significant portion of performance variance attributed to workplace conflict levels. Hence, effective conflict management is crucial for enhancing productivity and organizational success.

Additionally, it highlighted the need for further research to explore additional factors affecting employee performance beyond conflict and emphasized the importance of developing effective conflict management strategies within private companies.

Lastly, Wardana (2023) explored the relationship between conflict management styles and employee performance, focusing on how leadership and emotional intelligence might moderate this relationship. This study investigated how different conflict management styles influence employee performance, particularly considering the moderating roles of leadership and emotional intelligence. The study employed a quantitative methodology with statistical methods such as regression analysis to interpret data collected from a sample of 200 employees across various sectors. This sample size and diversity provided a broad representation of the population, allowing for a more general understanding of the relationships between conflict management styles, leadership, emotional intelligence, and employee performance.

Ultimately, the study concluded that effective conflict management styles have a positive impact on employee performance. However, this relationship is significantly influenced by leadership and emotional intelligence. Specifically, the study found that employees led by individuals with high emotional intelligence tended to perform better, even when conflicts occurred. Thus, leadership and emotional intelligence are identified as crucial factors that can either strengthen or weaken the effectiveness of conflict management styles.

In light of these findings, it is recommended that organizations focus on enhancing emotional intelligence and leadership skills through targeted training programs, which are seen as essential for improving conflict resolution processes and overall employee performance.

These studies collectively underscore the versatility of the IWPQ across various cultural and occupational settings. Each validation study confirms the tool's effectiveness in measuring task performance, contextual performance, and counterproductive behaviors while also highlighting areas for refinement, such as addressing demographic biases and improving scale accuracy. Together, these findings provide a strong foundation for the continued use and development of the IWPQ in evaluating individual work performance, helping organizations optimize employee productivity and well-being.

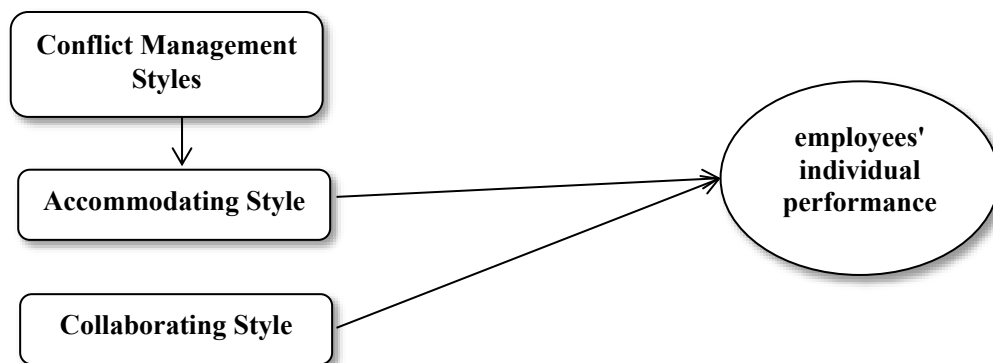
Moreover, the IWPQ's comprehensive nature—covering task performance, contextual contributions, and counterproductive behaviors—makes it a valuable instrument for informing decision-making related to employee development. The insights gained from IWPQ assessments can be used to design targeted interventions aimed at improving employee performance, thereby enhancing overall organizational effectiveness.

By offering detailed feedback on multiple dimensions of work behavior, the IWPQ helps organizations develop tailored programs to address areas for improvement, ultimately fostering higher productivity and job satisfaction among employees.

The significance of the IWPQ extends beyond individual performance evaluations; it also contributes to broader organizational research. Its multidimensional framework provides an analytical lens through which researchers can examine the relationship between performance measures and other factors, such as employee well-being, leadership effectiveness, and organizational commitment. By incorporating the IWPQ into such research, scholars can generate deeper insights into the drivers of work performance, leading to more effective strategies for enhancing employee and organizational outcomes.

#### 4. Conceptual Framework and Hypothesis Development

The assumption in this research is that Conflict management styles are the independent variables (collaborating and accommodating), while employees' individual performance is the dependent variable. Through the empirical evidence and statistical analysis presented in previous studies, a direct link has been observed between these variables, so this research revolves around this link and tries to prove its strength in the Syrian pharmaceutical industry sector. The assumption of this research is to examine the impact of conflict management styles on employees' individual performance.



**Figure 1:** Conceptual model of conflict management styles and employees' individual performance

#### 4.1. Research Hypotheses

This research develops a model which consists of a set of independent variables and a/an outcome/dependent variable. The research model predicts conflict management styles are predicted to have a significant effect on employees' individual performance.

**H1:** There is a significant correlation between the collaborating conflict management style and employees' individual performance.

**H2:** There is a significant correlation between the accommodating conflict management style and employees' individual performance.

**H3:** There is a significant combined impact of both collaborating and accommodating conflict management styles on employees' individual performance.

**Table 1:** Research Hypotheses

No	Statement	Test
<b>H1</b>	There is a significant correlation between the collaborating conflict management style and employees' individual performance.	Correlation Analysis
<b>H2</b>	There is a significant correlation between the accommodating conflict management style and employees' individual performance.	Correlation Analysis
<b>H3</b>	There is a significant effect of collaborating and accommodating conflict management styles on employees' individual performance.	Multiple Regression

This section explores the influence of various conflict management styles on how management addresses and resolves disputes, as well as how it promotes effective communication among parties in conflict. The research specifically focuses on the effects of five distinct conflict management styles—collaborating, accommodating,

By analyzing these styles, the study aims to understand how management leverages different approaches to handle conflicts constructively and foster a cooperative work environment. The effectiveness of each style in facilitating conflict resolution and enhancing communication will be evaluated.

This comprehensive examination seeks to outline the approaches that management can employ to enhance conflict resolution processes and support effective team dynamics. In this, conflict management styles will be measured based on the Thomas and Kilmann 1974 conflict management styles instrument, which serves as the foundation for the assessment.

## 4.2. Collaborating conflict management style

This style emphasizes mutual problem-solving and aims to find a win-win solution for all parties involved. It is characterized by being assertive and cooperative, focusing on fully satisfying the concerns of both parties. It involves working together to find a comprehensive solution that addresses the needs of both sides. Achieving this requires significant time, effort, and trust to ensure that all perspectives are considered.

Additionally, this section aims to study the factors related to effective collaboration and conflict resolution within the management context. It focuses on understanding how management facilitates and handles

conflicts to promote teamwork and resolution. The behavior in this area is assessed through the following subscales.

**Table 2:** Collaborating conflict management style questionnaire's aim

1. Management's Effectiveness in Identifying and Addressing Conflicts.
2. Management's Encouragement of Open Expression of Feelings and Opinions.
3. Management's Provision of Opportunities for Presenting Viewpoints.
4. Management's Timeliness and Effectiveness in Dispute Resolution.
5. Management's Pressure on Conflicting Parties During Discussions.
6. Management's Enforcement of Compliance with Its Recommendations.

### 4.3. Accommodating conflict management style

This style emphasizes meeting the expectations of the conflicting parties and reconciling differences. Achieving this requires a focus on the other party's needs, typically resulting in a "lose-win" outcome where one party's concerns are fully addressed while the others are not.

It is characterized by being unassertive and cooperative, focusing on prioritizing the other person's needs over one's own.

Accommodating involves sacrificing one's own goals and objectives to address the other party's concerns. This approach can be effective when the other party has more experience or a better solution, and it helps maintain positive future interactions.

Additionally, this section aims to study the factors related to accommodating behaviors and practices in conflict situations. It explores how management addresses the needs and concerns of conflicting parties to achieve resolution and maintain respect. The behavior in this area is assessed through the following subscales.

**Table 3.** Accommodating conflict management style questionnaire's aim

1. Management's Ability to Meet the Expectations of Conflicting Parties.
2. Management's Efforts to Seek Additional Solutions for Conflict Reconciliation.
3. Management's Support in Maintaining the Dignity of Individuals During Conflicts.
4. Management's Dedication to Equally Hearing the Concerns of Conflicting Parties.
5. Management's Pursuit of Acceptable Compromise Solutions for Conflicting Parties.
6. Management's Achievement of Equitable Solutions Acceptable to Conflicting Parties.

### 4.4. Employees individual performance

In this research, employees' individual performance will be measured based on the Individual Work Performance Questionnaire (IWPQ), which serves as the foundation for the assessment.

While the structure and dimensions of the questionnaire guide the evaluation, some adjustments have been made to fit the specific context of this study.

Work performance, in general, is characterized as the measurable actions, behaviors, and results that employees undertake or produce, which are associated with and support the objectives of the organization. Employees' individual performance, in particular, consists of three key dimensions: task performance, contextual performance, and counterproductive work behavior.

Task performance refers to the skill or capability required to execute the fundamental or primary responsibilities associated with a particular job. It encompasses how well employees perform the core tasks expected of them in their specific roles.

Contextual performance, on the other hand, refers to behaviors and actions that extend beyond primary job responsibilities, contributing to the overall success of the organization. This includes the ability to undertake additional tasks, demonstrate initiative, embrace challenging assignments, and enhance one's knowledge and skills to further the organizational goals.

**Table 4:** Employees individual performance questionnaire's aim

1. Ability to Plan Work to Ensure Timely Completion.
2. Focus on Achieving Required Work Results.
3. Effectiveness in Setting Priorities.
4. Efficiency in Task Execution
5. Effective Time Management Skills
6. Proactive Seeking of New Challenges
7. Willingness to Take on Challenging Tasks When Opportunities Arise
8. Commitment to Keeping Job-Related Knowledge Up-to-Date and Relevant
9. Ongoing Effort to Regularly Update and Enhance Work Skills
10. Creative Problem Solving
11. Willingness to Take on Extra Responsibilities
12. Proactive Seeking of New Challenges
13. Active Participation in Meetings and Consultations
14. Ability to Manage Minor Complaints Effectively.
15. Tendency to Magnify Problems at Work Beyond Their Actual Impact
16. Competence in Identifying Positive Aspects of Work Situations.
17. Effectiveness in Sharing Work Concerns with Colleagues Constructively.

## 18. Capacity to Discuss Workplace Issues Appropriately with Outsiders.

### 5. Methodology

In practice, the term variable is used as a synonym for construct or the property being studied. In this context, a variable is a symbol of an event, act, characteristic, trait, or attribute that can be measured and to which we assign values. For purposes of data entry and analysis, we assign numerical value to a variable based on the variable's properties. We have 3 variables in our research, the independent variable being conflict management styles, including collaborating style and accommodating style. and the dependent variable was the employee's individual performance.



**Figure 2:** The process of deduction methods steps

#### 5.1 Sampling Design

The sample of this study is selected from the pharmaceutical industry through the distribution of an electronic questionnaire at two pharmaceutical factories: one focused on veterinary medicine and the other on human medicine, located in Rural Damascus. The research unit of analysis comprises functional staff, including administrative and technical staff, and the research population comprises 128 staff members. Questionnaires were distributed to employees, and 77 responses were retrieved. Although this sample size is relatively substantial, it specifically represents the sector within pharmaceutical factories in Syria and may not be fully generalized to all employees in the broader pharmaceutical industry.

#### 5.2 Questionnaire Design

The design of the questionnaire is based on three sections. The first section provides demographic information for the participants (responders). This section gathers information such as gender, age, educational background, and years of experience. The second section assesses conflict management styles, specifically focusing on two subscales: collaborating style and accommodating style. Each subscale contains six statements designed to measure the frequency and approach of the participants toward managing conflicts in the workplace. The responses will be recorded using a 5-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The collaborating style focuses on how individuals work together to achieve mutual goals, while the accommodating style measures the tendency to prioritize others' needs over personal concerns in conflict situations. The third section evaluates employees' individual performance. This section consists of 13 items aimed at understanding the participants' job performance over the past three months, covering areas such as task completion, initiative, and work quality. Responses are also measured on a 5-point Likert scale, from 1 = strongly disagree to 5 = strongly agree.

#### 5.3 Questionnaire Translation

The questionnaire was translated into Arabic to measure individual employee performance, and it is believed that this is likely the first time such a translation has been conducted. Additionally, it was applied in a new context within an Arabic-speaking region, with a particular focus on the pharmaceutical sector. This approach reflects a desire to expand the use of standardized tools for performance evaluation across different fields, contributing to a deeper understanding of employee performance in diverse environments.

## 6. Research demographic analysis

Research demographic analysis is presented in Table 5, including age, experience, gender, and education level.

**Table 5: Demographic analysis**

Age sample distribution (n=77)			
Demographic profile	N	M	SD
Age	77	35.47	9.52
Years of experience sample distribution (n=77)			
Demographic profile	N	M	SD
Years of experience	77	8.70	6.32
Gender sample distribution (n = 77)			
Gender	F	%	
Male	44	57.1	
Female	33	42.9	
Total	77	100	
Educational level sample distribution (n = 77)			
Education level	F	%	
High school diploma	2	2.6	
Technical diploma	13	16.9	
University degree	50	64.9	
Postgraduate studies	12	15.6	
Total	77	100	

**Table 6: Reliability analysis, consistency analysis and Cronbach alpha (n=77).**

Variable Component	Number of Items	Alpha ( $\alpha$ ) without deleting any items
Collaborating style (assertive approach)	6	0.75

Accommodating style (cooperative approach)	6	0.74
Employees individual performance	18	0.75

### 6.1. Research Descriptive Analysis

A descriptive analysis is a study that allows to describe the basic features of our scales. The descriptive analysis deployed below will include the mean and standard deviation for our scales.

**Table 7:** Descriptive analysis for the scale of collaborating conflict management style (n = 77)

Collaborative style conflict management style (assertive approach):	F	M	SD
1. The management of the firm brings up all areas of conflict to solve them optimally.	77	3.86	.790
2. The management of the firm encourages the conflicting parties to fully express their feelings and opinions.	77	3.62	.946
3. The management of the firm provides an opportunity for the conflicting parties to present their viewpoints.	77	3.62	.744
4. The management of the firm steps in at the appropriate moment to settle disputes between the conflicting parties.	77	3.71	.901
5. The management of the firm exerts pressure on the conflicting parties during discussions.	77	2.22	.927
6. The management of the firm forces the conflicting parties to comply with its perspectives and recommendations.	77	2.30	.889

**Table 8:** Descriptive analysis for the scale of accommodating conflict management style (n = 77)

Accommodating style (cooperative approach):	F	M	SD
1. The management of the firm meets the expectations of the parties involved in the conflict.	77	3.57	.661
2. The management of the firm seeks additional solutions to reconcile the conflicting parties.	77	3.84	.670
3. The management of the firm helps others maintain their dignity when conflicts arise.	77	3.88	.986

4. The management of the firm dedicates time equally to hear the concerns of the conflicting parties.	77	3.72	.646
5. The management of the firm looks for compromise solutions that are acceptable to all conflicting parties.	77	3.66	.718
6. The management of the firm reaches equitable solutions that the conflicting parties can accept.	77	3.58	.695

**Table 9:** Descriptive analysis for the scale of employees' individual performance (n = 77)

Employees individual performance	F	M	SD
1. I am able to plan my work so that I finished it on time.	77	4.09	.492
2. I keep in mind the work result I needed to achieve.	77	4.13	.547
3. I am able to set priorities.	77	4.13	.409
4. I am able to carry out my work efficiently.	77	4.04	.471
5. I manage my time well.	77	4.01	.678
6. On my initiative, I start new tasks when my old tasks are completed.	77	3.40	1.029
7. I take on challenging tasks when they are available.	77	2.96	1.057
8. I work on keeping my job-related knowledge up-to-date.	77	4.30	.586
9. I work on keeping my work skills up-to-date.	77	4.38	.514
10. I come up with creative solutions for new problems.	77	3.52	.883
11. I take on extra responsibilities.	77	3.09	1.02
12. I continually seek new challenges in my work.	77	2.79	1.196
13. I actively participate in meetings and/or consultations.	77	3.78	.553
14. I complain about minor work-related issues at work. (Reversed)	77	3.61	.845
15. I make problems at work bigger than they are.	77	4.09	.846
16. I focus on the negative aspects of the situation at work instead of the positive aspects.	77	4.29	.792
17. I talk to colleagues about the negative aspects of my work.	77	3.14	.914

18. I talk to people outside the organization about the negative aspects of my work.	77	4.53	.804
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**Table 10:** Research Descriptive Analysis Grand Means (n = 77)

Research Grand Means	F	M	SD
Collaborative style (assertive approach):	77	3.22	.576
Accommodating style (cooperative approach):	77	3.71	.482
Employees individual performance	77	3.79	.342

## 6.2. Normality Test for Employees Individual Performance

To test the research hypotheses and determine the type of statistical analysis (parametric or nonparametric), we performed a normality test for the dependent variable employee's individual performance. A Kolmogorov-Smirnov normality test ( $p > .05$ ) and a visual inspection of the histogram, normal Q-Q plot, and box plot illustrate that employee's individual performance is approximately normally distributed, with skewness of  $-0.064$  (SE =  $.274$ ), and kurtosis of  $0.307$  (SE  $.541$ ).

## 6.3 Correlation analysis

A bivariate correlation analysis is performed to measure the relationship between the existing variables. A parametric correlation analysis indicates a significant and positive correlation between variables. The association between collaborating and accommodating styles indicates a significant and positive correlation  $r = .484^{**}$ ,  $n = 77$ ,  $p = .000$ . The correlation between collaborating style and employee's individual performance indicates a significant and positive correlation where  $r = .371^{*}$ ,  $n = 77$ ,  $p = .001$ .

The association between accommodating style and employees individual performance indicates a significant and positive correlation where  $r = .261^{*}$ ,  $n = 77$ ,  $p = .002$ . A nonparametric correlation test also indicates a significant and positive association.

The association between collaborating and accommodating styles indicates a significant and positive correlation  $r = .504^{**}$ ,  $n = 77$ ,  $p = .0003$ .

The correlation between collaborating style and employee's individual performance indicates a significant and positive correlation, where  $r = .251^{*}$ ,  $n = 77$ ,  $p = .027$ . The association between accommodating style and employee's individual performance indicates a significant and positive correlation where  $r = .278^{*}$ ,  $n = 77$ ,  $p = .014$ .

**Table 11:** Parametric correlation analysis (n = 77)

Variables	M	SD	1	2	3
1) Collaborating style (assertive approach)	3.22	.567	1		
2) Accommodating style (cooperative approach)	3.71	.482	.484** .000	1	

3) Employees individual performance	individual	3.79	.342	.371**	.261**	1
				.001	.022	

Correlation is significant at the 0.01 level (2-tailed).

Correlation is significant at the 0.05 level (2-tailed).

**Table 12:** Non-parametric correlation analysis (n = 77)

Variables	1	2	3
Collaborative style (assertive approach)	1		
Accommodating style (cooperative approach)	.504** .000	1	
Employees individual performance	.251** .027	.278** .014	1

Correlation is significant at the 0.01 level (2-tailed).

Correlation is significant at the 0.05 level (2-tailed).

#### 6.4. Regression analysis

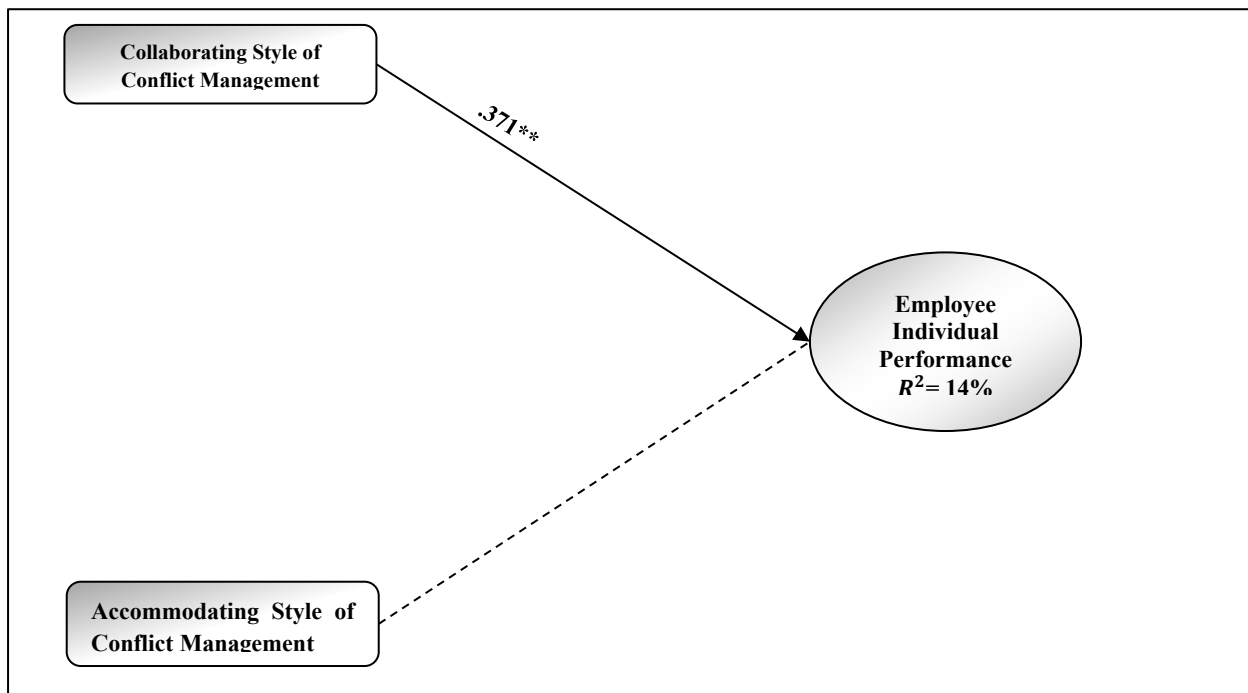
A linear regression is performed to explore the effect of conflict management styles on employees individual performance in the pharmaceutical industry. Collaborating style and accommodating style of conflict management were manipulated as predictor variables, and employees individual performance as the outcome variable. A stepwise regression analysis produced one models; multiple regression analysis indicates a significant relationship between collaborating style and employees individual performance, where multiple regression produces a standardized beta of 0.371,  $p = 0.001$ , accounting for 13.8% of the variability in employees individual performance. The regression analysis confirms collaborating style is a predictor of employees individual performance. Accommodating conflict management style did not produce a significant effect on employees individual performance. The result of the regression analysis supports the hypothesis confirming the collaborating style of management as a predictors of individual performance of employees. Table illustrates multiple regression analysis.

**Table 13:** Collaborating conflict management style regression analysis (n = 77)

Variable	<i>B</i>	<i>B SE</i>	$\beta$	<i>t</i>	<b>Sig</b>
<b>Model</b>					
Constant	3.084	.028		14.805	.000
Collaborating Style	.220	.064	.371	3.462	.001

Notes: For the model, Multiple R = .371,  $R^2 = .138$ , Adjusted  $R^2 = .126$

$p < .001$



**Figure 3:** Representation for the relationship between the variables in a regression analysis

**Table 14:** Hypothesis Testing Results

No.	Statement	Findings	Results
1	H1. There is a significant correlation between the collaborating conflict management style and employees' individual performance.	$r = .484^{**}$ , $n = 77$ , $p = .000$	Accepted
2	H2. There is a significant correlation between the accommodating conflict management style and employees' individual performance.	$r = .261^*$ , $n = 77$ , $p = .002$	Accepted
3	H3 There is a significant effect of collaborating and accommodating conflict management styles on employees' individual performance.	$r = .371$ , $n = 77$ , $p = .001$	Accepted

## 7. Discussion

This study examines the impact of conflict management styles, specifically collaborating and accommodating, on employees' individual performance within the pharmaceutical industry in Syria. The results demonstrate a significant positive correlation between the collaborating style and employees' individual performance. This finding aligns with previous research emphasizing that collaboration fosters open communication and shared decision-making, leading to enhanced employees' individual performance. The positive correlation is supported by both parametric and nonparametric correlation analyses, indicating that cooperative conflict resolution strategies contribute positively to organizational effectiveness.

The accommodating conflict management style also shows a significant positive correlation with employee performance, though with a smaller effect size than collaboration. Accommodating styles prioritize others' needs, fostering harmony and reducing tension, which can create a supportive work environment that enhances performance. However, while accommodation correlates with individual performance, it does not have a statistically significant predictive effect. This suggests that accommodation may help reduce workplace conflict, but its influence on performance is not as strong or direct as that of the collaborating style.

This study deepens our understanding of conflict management styles, particularly highlighting the pivotal role of a collaborating and accommodating approach in enhancing the employees' individual performance within the pharmaceutical sector. It is essential for organizations in this field to prioritize the development of conflict management training programs that emphasize collaboration. Such an approach can significantly boost employee productivity and satisfaction. By fostering a collaborative environment, companies not only improve employees' individual performance but also create a workplace where employees feel engaged and motivated. This highlights the crucial role of effective conflict management in developing a positive organizational culture.

### **7.1. Limitations of this research**

There are several potential limitations to this study. First, the sample size, which includes seventy-seven participants, constitutes only a small percentage of the employees in the pharmaceutical industry in Syria, which significantly constrains the generalizability of the findings.

The sample was exclusively drawn from two pharmaceutical factories located mainly in rural Damascus, which introduces a geographical limitation. As the specific work environments and organizational practices prevalent in rural areas may differ considerably from those in other regions of Syria, thereby complicating the applicability of the results to broader contexts.

There are several potential limitations to this study. Firstly, the sample size of seventy-seven participants represents only a small fraction of the employees in the pharmaceutical industry in Syria, which significantly constrains the generalizability of the findings. This limited sample may not adequately capture the diverse experiences and perspectives of the broader workforce in this sector. Moreover, since the study focuses exclusively on the pharmaceutical industry, it is essential to recognize that findings may not be applicable to other sectors where conflict management dynamics could differ.

Additionally, the sample was exclusively drawn from two pharmaceutical factories located primarily in rural Damascus, introducing a geographical limitation. The specific work environments and organizational practices in rural areas may differ considerably from those in other regions of Syria, complicating the applicability of the results to a wider context.

Furthermore, the topic of conflict management is often considered sensitive, leading to limited discussion among both employees and management, which may have affected participants' willingness to provide candid responses. This could potentially undermine the overall accuracy of the data. Despite these concerns, the results were generally sound, indicating a meaningful understanding of the relationship between conflict management styles and employees' individual performance.

### **7.2. Recommendations**

Future research should consider several critical points to build upon this study and effectively address its limitations. Firstly, expanding the sample size and diversifying the participant pool is essential. Incorporating a wider range of employees from various regions across Syria would significantly enhance

the generalizability of the findings and provide a more comprehensive view of conflict management dynamics.

Furthermore, exploring conflict management styles in sectors beyond the pharmaceutical industry, such as higher education, banking, and telecommunications, would facilitate a deeper understanding of how these styles operate within different organizational contexts and their respective impacts on employees' individual performance.

Moreover, future studies should focus on ensuring alignment between the sample size and the number of survey questions to enhance accuracy and reliability. Additionally, investigating a wider array of conflict management styles would provide deeper insights into their influence on employees' individual performance.

Lastly, proper back-translation of the Individual Work Performance Questionnaire into Arabic is necessary to capture cultural nuances effectively. This step will reinforce the validity of the instrument and improve the overall reliability of the results.

## 8. Conclusions

In conclusion, this research has examined the impact of conflict management styles, specifically collaborating and accommodating, on employees' individual performance within the pharmaceutical industry in Syria. Building on a foundation of similar studies conducted in various contexts, this study offers valuable insights into how these styles influence performance in a developing country setting.

The findings underscore a significant positive relationship between the collaborating style and enhanced individual performance, highlighting the necessity for organizations to prioritize collaborative approaches in their conflict management training.

The accommodating style, while beneficial, has shown a smaller effect, indicating that its role in fostering performance may require further exploration. As this study represents one of the initial investigations into this topic in the local context, it sets the stage for broader research across different sectors, such as education, banking, and telecommunications. By extending this research to other industries, we can gain a more comprehensive understanding of the applicability and effectiveness of various conflict management styles.

Overall, the results emphasize the importance of conflict management and its styles as a crucial factor in enhancing employees' individual performance, presenting a significant area for organizational focus and development.

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