
THE IMPACT OF INTRA-GROUP CONFLICT ON THE PERFORMANCE OF BANK'S EMPLOYEES: A CASE STUDY OF TWIN CITIES OF PAKISTAN

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ABSTRACT

The objective of this research paper is to explore relationship between “employee’s performance with task conflict” and “Relationship Conflict”. Here personality is taken as a moderating variable. The data was collected from 250 respondents of 21 branches of different banks. Five-point Likert scale was used to measure the response of bankers. The respondents belong to Twin Cities of Pakistan, Rawalpindi & Islamabad. Both primary and secondary data was used in this research. Our results show that Cronbach’s Alpha (α) is 0.852 that reflects the reliability of data. Different statistical techniques such as liner regression and correlation analysis were used to analyze data. The results of the study were robust and it was noted that there is a negative relationship between intra group conflict and employee’s performance. We conclude that in this uncongenial circumstances only a good leadership can lead the banks, and also employees.

Key Words: Conflict, Intra-Group, Relationship, Employee’s Performance, Banks, Twin Cities.

I. INTRODUCTION

Now-a-days there's a very tough & rival competition in the corporate sectors (Awan & Sarwar, 2014) & (Ahmad & Safwan, 2010). There for conflict can be expected on work places (Bader et, al. 2013). Conflict can be functional or dysfunctional. Functional conflict maintains the group, as well as achieved the targets, (Iqbal & Fatima, 2013) & (Khalid & Hanif. 2005). Dysfunctional conflict usually leads towards the decline, with negative mind set worry and stress etc. (Hayati & Caniago 2012), with employee's performance, Sabir, et. al. (2015). Business always enter into market with economic cost strategy, with rival advantage and having a vital focus on team work projects, (Khuong & Uyen, 2016). Introducing Efficiency in working style is common in business from copious decades. It also makes progress in the triumph of organizations, (Qureshi & Khalid, 2015). Dissimilar theories and studies prove that both (positive & negative) results have effects on team work and intra-group conflicts. Remove future uncertainty, because satisfaction level of employees also matters for his / her better performance in the banks and organization, (Elbadrawy et, al. 2014). Dissimilar behaviour and attitude always become the cause of conflict (KYALO, 2015). When different mindset people or employees interact to each other, then conflict ascend. Conflict itself is not a huge issue, (Umer & Zia, 2013), just effective and efficient management require to solve it, (Bowra et al. 2012). Conflict consequences can be both (positive & negative) studies showed that conflicts have two types: - (1) Personal Factor and (2) Structural Factor. So Personal Factor include in perception, personalities deference, culture, emotions, code of conduct, ethics and value. Structural Factor include in discrepancy achievement, jurisdictional vagueness, dependency and as well as some specialties etc., (Thomas, 1974). Relationship conflict represents the people have different values, preferences, behaviour as well as beliefs. Interpersonal conflicts always helpful to eliminate the dark sides of the conflict among employees Eisenhardt, (1989). Conscientiousness having a vital quality trait to fit in every one professionals like (trade manager, services sector and manufacturing plants). Extroversion Personality traits fit for the professional managers and sales & marketing etc., (Friedman, et al. 2000).

1.1 Research Questions:

- 1.How employee's performance can effect with relationship & task conflict?
- 2.Does the personality play a moderating role in employee's performance & conflict?

1.2 Objective of study

- To elaborate the conflict and performance of employee.
- To examine the effects of personality.
- Relation among employee's performance & conflict.

2. LITERATURE REVIEW

Awan & Ismail (2016) expressed that the most vital and the furthest essential aspect of the conflict in the life and crescendos of a team was essentially fundamental and was currently applied in the most strategic pronouncements making and altogether type of relations group (BADARA, 2015). Firstly researchers emphasized only one feature of conflict that was harmful aspect. So that complete dysfunctional problems, (Gull & Azam, 2012) & (Jahufer, 2015). Far along on, several researchers discoursed the both helpful dysfunctional things due to harmful and positive features of conflicts happening human performance as specific, groups and administrations. They debated that occasionally theoretically conflict was advantageous in some circumstances, it said by, (Hassan & Riaz, 2011). Here conflict is benefits or not it be contingent on kind of conflict, also it's have an alignment on the dishonorable group associates and employed routine of separate associates, (Thomas, 1974).

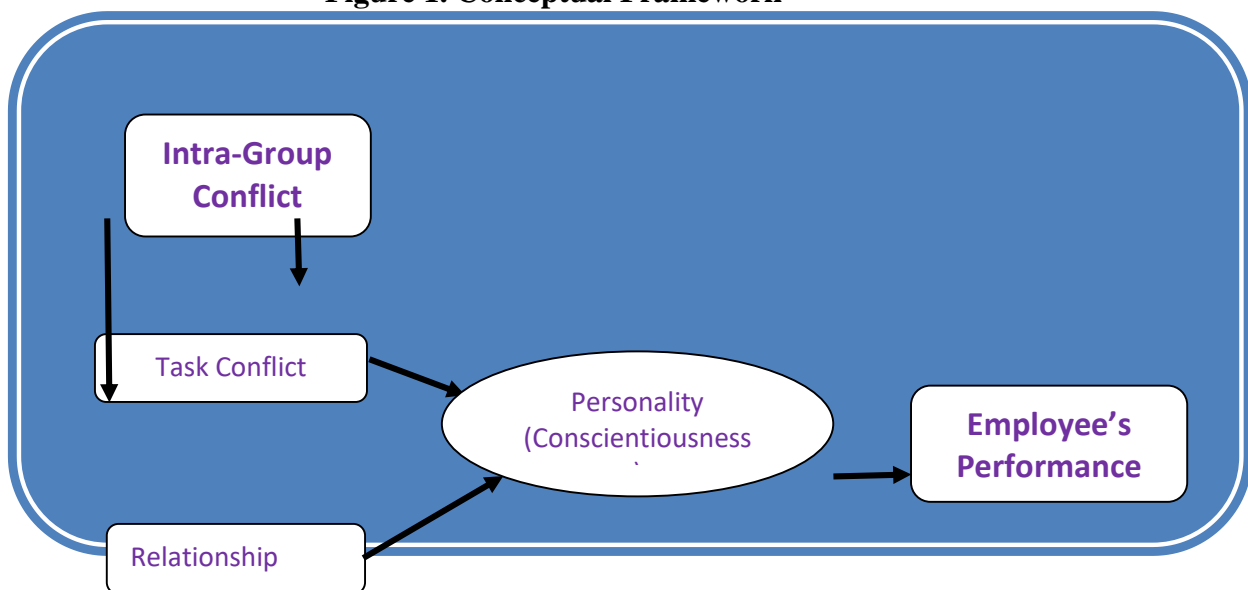
Awan & Asghar, (2014) elaborate that nowadays era of commercial activities develop too abundant rival due globalizing of the financial world. Cutting-edge a global community high standard performance at the workforce has become the critical fragment for existence of business. The organizational management particularly HRM convert too cognizant how to attain high routine by actual utilization of the human capacity. Here a novel concept appeared to exploit employees well-organized is team development, (Khuong & Uyen, 2016). Every single member of team has modification level of personality, value, living standard of life, attention, race, due to such inconsistency there is conflict amongst group associate, (Elbadrawy et, al. 2014). Here the conflict container be described as inconsistencies, mismatching similar and dissimilar, modification, (Sabir, 2015). Now the conflict improvement the tension amongst group associate due real or psychosomatic modification (Thomas, 1974). The conflict should have categorized with three levels, as well as (1) task level, (2) relationship level and (3) process level, (Subramaniam & Parimala, 2015). Awan & Azhar, (2016) said that frequently initial research demonstrates that conflict effort as dysfunctional reason damage the productivity (Jahanzeb, 2010). Here conflict yields low productivity, stiffness and satisfaction level of employee's, (Sultan & Hanif, 2014). Negative association between team member's performance gratification and conflict level. Disagreements generate flexibility and innovate thinking, which assistance to growth information handling speed (Khan, et. al 2016). As for

concern if conflict scale extended at extraordinary level formerly at harm whole information dispensation and make negative consequences (Kaur, et, al. 2012). Here is issue which novel required substitute solution as well as require job conflict to attain et greatest solution also innovation, (Ghosh & Sinha, 2014). Task which are repetitive in environment and normal, (Ayub & Jehn, 2006). A positive correlation flanked by task conflict and team output happening the additional side that one also demonstrates negatively affect respectively other, Anwar et, al (2012) & Awan & Sarwar, (2014).

3.CONCEPTUAL FRAMEWORK

The actual objective of study is to analyze the conflicts of performance among the employee's group. To access their personality as a moderating role. Upcoming figure displays the conceptual framework. The dependent variable is employee's performance and independent variables are relationship conflict and task conflict respectively.

Figure 1. Conceptual Framework



3.1 HYPOTHESIS

H₀: There is negative association flanked by group conflict and Employee's Performance.

H₁: There is positive association flanked by group conflict and employee performance.

4.RESEARCH METHODOLOGY

In our study we've used both primary & secondary data. A five point Likert scale questionnaire was used to collect data from professional bankers (respondents) of Twin cities of Pakistan, as well as Rawalpindi and Capital City Islamabad. It was cross sectional data.

Table 1 Respondents belong to selected banks

Banks	Frequency	Percent	Valid Percent	Cumulative Percent
Allied Bank Limited	11	4.4	4.4	04.4
Bank Al-Falah	12	4.8	4.8	09.2
Askari Bank	17	6.8	6.8	16.0
Bank Al-Habib	12	4.8	4.8	20.8
Bank Islami	16	6.4	6.4	27.2
Bank of Punjab	08	3.2	3.2	30.4
Faisal Bank	17	6.8	6.8	37.2
Habib Metro Bank	13	5.2	5.2	42.4
Habib Bank Limited	12	4.8	4.8	47.2
JS Bank	11	4.4	4.4	51.6
Khushhali Bank	13	5.2	5.2	56.8
MCB Bank Limited	19	7.6	7.6	64.4
Meezan Bank Ltd	12	4.8	4.8	69.2
Mircro Finance Bank	09	3.6	3.6	72.8
National Bank Ltd	14	5.6	5.6	78.4
NIB Bank	09	3.6	3.6	82.0
NRSP Bank	05	2.0	2.0	84.0
Pak Qatar Takaful	07	2.8	2.8	86.8
Punjab Cooperative Bank	08	3.2	3.2	90.0
United Bank Ltd	11	4.4	4.4	94.4
Soneri Bank Ltd	14	5.6	5.6	100
Total	250	100.0	10.0	

4.1 Sample and Measurement Scale

4.2 Population and Sample

Expediency sampling technique was used. Sample of our research study were bankers who were working on OG I, OG II & OG III. We've distributed 400 questionnaires and received 295. Out of them 45 were incomplete. So response rate was 250 respondents (62.5%).

4.3 Sample Characteristics

4.3.1 Gender:

There were 174 (70.73%) male, 76 (29.27%) females (N=250)

4.3.2 Age:

From 17-24 years 55, from 25-29 years 104, from 30-34 years 53, from 35-39 years 25 and above 55 years there were 13 respondents. (N=250)

4.3.3 Qualifications:

Intermediate 11 (4.4%), Bachelor 65 (65%), Master degree holder 174 (69.6%). Total respondents (N = 250).

4.3.4 Tenure:

0-3 years 85 (34%), 3-6 years 99 (39.6%), 6-9 years 44 (17.6%) and 9-12 years 22 (8.8%) (N = 250).

4. RELIABILITY ANALYSIS

To judge the steadiness of scale the pilot study was conducted. On initial stage 50 responses are scrutinized on the reliability scale. This table displays Cronbach's Alpha (α), it's a point of internal reliability & steadiness Bernstein & Nunnally (1994), minimum standard of (α) should be 0.7. It denotes to a "worthy" reliability, Ismail Leghari (2016). Here reliabilities of every single variables of pilot study.

Table 2 Reliability Test results

	Variables	No. Questions	Cronbach's Alpha (α)
Valid	Relationship Conflict	04	.826
	Task Conflict	03	.778
	Personality Mod(conscientiousness)	04	.843
	Performance of Employee	06	.962
	Total		0.852

5. FINDING AND RESULTS

To examine and understand the data we have applied regression analysis, Moderation regression analysis and correlation analysis were checked by Statistical Package for Social Sciences (SPSS) 20.0. The descriptive statistics have been shown in Table 3.

Table 3 Descriptive statistics:

Variables	Mean	Std. Deviation	N
Employee's Performance (D.V)	5.6131	1.21214	250
Personality (Mediating Variable)	5.1371	0.64328	250
Task Conflict (I.V)	4.8473	1.32381	250
Relationship Conflict (I.V)	6.7323	1.20471	250

Descriptive Statistic's results show the Mean of "Employee's Performance" 5.6131 & Std. Deviation is 1.212. Personality's Mean is 5.1371 & Std. Deviation is 0.64328. That is little bit week relation. Task Conflict's Mean is 4.8473 & Std. Deviation is 1.32381. Finally, Relationship Conflict have a 6.7323 Mean & Std. Deviation 1.20471. The results of this table shows that Personality play a role as moderating variable with the help of Task Conflict, Relationship Conflict. All these (M.V & I.V) have a vital impact on the Employee's Performance.

5.1 CORRELATION ANALYSIS

Results of correlation analysis demonstrate that correlation flanked by relationship conflict with task conflict was 0.650 that demonstrate there is robust relationship flanked by relationship conflict and task conflict. Correlation flanked by Personality and relationship conflict was 0.562 and correlation flanked by Personality and task conflict was 0.596. Correlation flanked by group performance & relationship conflict was 0.613, correlation flanked by group performance & task conflict was 0.550 and the correlation flanked by group performance and Personality was 0.567, that demonstrate there was a durable relationship flanked by these variables and correlation flanked by the all variables are worth full on the point of 0.01.

5.2 REGRESSION ANALYSIS

Fallouts of Regression demonstrate that relationship conflict ($\beta = -.553$, $R^2 = 0.456$ and $p < 0.000$) is momentous predictor of the performance of group, but here it's negatively, so that's why in this study the H_1 was accepted. Here performance of group based 35% effected because relationship conflict. So generally goodness was suitable of this framework models. So it's extremely significance at the level of 100%.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.364 ^a	.075	.073	11.874	1.683

Here we've analyzed that the correlation bi variate values of r (R) are .364, Vales of R^2 are .075, these values can't be overestimated, so that we took the Adjusted R Square. At the end we took Durban-Watson, at the point 2.0 its neutral. Below 2.0 it values are positively accepted. So here its 1.683 that shows that the intra group conflicts have a strong impact on the performance of banking sector.

5.2 ANOVA:

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6504.612	2	2701.75	21.023	.000
	Residual	109240.751	827	211.601		
	Total	107846.66	839			
Dependent Variable: Employee's Performance						
Mediating Variable: Personality (Conscientiousness)						
Predictors: (Constant), Task Conflict, Relationship Conflict						

Here in this above table ANOVA shows the results of Regression and Residual Statistics. They show the relationship between Task conflict, Relationship Conflict and Employee's Performance. ANOVA table represents the values of "F-Test" are 21.023 and "Sig Values" are 0.000 and its indicating that there is an association flanked by Task Conflict, Relationship Conflict (I.V), Personality (M.V) and Employee's Performance (D.V).

6. CONCLUSIONS

By summing up the whole conversation, finally we would like to conclude that main objective of this research was to investigate the relationship flanked by Intra Group Conflict (I.V) and Employee's Performance (D.V). Beta (β) was negative, if conflict remain same then employee's performance will substandard. Employee belong to Rawalpindi & Islamabad or wither belong to any developing city of Pakistan. He/she have its own preferences and having own attitude, but if employees will not ignore their own conflicts for the sack of organization (Banks) then they'll lose their clients, image of banks and grade of performance.

7. DIRECTION FOR FUTURE RESEARCH

By changing the targeted audience. In the next research select the private Ltd. & Un Ltd. Companies. This type of research will explore that why company's graph is going to down slope. Ultimately the reason will be conflict flanked by intra-group and employee's performance. So good leadership will manage it very sophisticatedly. After all company (org) is like a home, & employees are value able assets.

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