

**THE INFLUENCE OF CONFLICT HANDLING STYLES
ON EMPLOYEES' COMMITMENT:
A SPECIAL REFERENCE TO GARMENT INDUSTRIES IN
NUWARA-ELIYA DISTRICT**

**MANATHUNGA MUDIYANSELAGE MADUSHIKA SHYAMALI
MANATHUNGA**

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**Department of Management
Faculty of Commerce and Management
Eastern University, Sri Lanka**

ABSTRACT

Conflict that occurs in an organization cannot be distinguished but can be prevented. The right tool to prevent conflict is by managing the conflict effectively. Effective conflict management will put a stop to conflict from spreading widely in an organization. Therefore, given such importance of conflict management, organizations must discover ways to effectively manage employees' conflict which will result in their employees' attitudes and behaviors to be excellent in order to deliver maximum work quality for the team and towards organization's success. In this context, this research discusses the styles for handling conflicts among employees in Garment Industries located in Nuwara-Eliya District and employees' commitment factor that influenced them in selecting appropriate styles.

This study has employed Rahim's Organizational Conflict Inventory - III (Rahim & Magner, 1995) to identify styles in handling conflicts. This instrument has introduced five styles in handling conflict namely avoiding, dominating, obliging, compromising and integrating. The study was conducted using data from 200 respondents from the Garment Industries in Nuwara-Eliya District. The total sample is determined by stratified sampling framework. According to the descriptive analysis the level of conflict handling styles is moderate level of Garment Industries in Nuwara-Eliya District. As well as based on the result of regression analysis showed that 52% of the variance of employees' commitment is explained by conflict handling styles in Nuwara-Eliya District. Finally, based on the result demonstrated that employees are more committed towards the organization through the use of integrating style in resolving conflict. On the other hand, employees perceived dominating and avoiding styles as lowering the sense of employees' commitment.

Key Words: Integrating style, Obliging style, Compromising style, Dominating style, Avoiding style, Employees' Commitment

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