

The Effects of Conflict Management Style on Organization's Performance of Abu Dhabi National Oil Company

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Abstract

Conflict is an inherent aspect of human interaction and organizational dynamics, often arising from differing perspectives, goals, and interests. Effectively managing these conflicts is crucial for maintaining a harmonious and productive work environment. The objective of this study is to investigate the effects of conflict management styles, namely collaborating, compromising, avoiding, accommodating, and competing, on organizational performance, with a focus on the Abu Dhabi National Oil Company (ADNOC). A cross-sectional approach was employed, collecting 357 usable responses through a self-administered questionnaire (SAQ) distributed to employees at ADNOC. Data were analyzed using the Statistical Package for the Social Sciences (SPSS). The regression analysis revealed five key findings: first, collaborating significantly affects organizational performance; second, compromising significantly affects organizational performance; third, avoiding significantly affects organizational performance; fourth, accommodating significantly affects organizational performance; and fifth, competing significantly affects organizational performance. This study provides empirical evidence on the importance of effectively applying various conflict management styles in addressing organizational conflict. The findings offer significant contributions to practitioners, theoretical development, and research methodology.

Keywords:

Conflict management styles, conflict collaboration, conflict compromise, conflict avoidance, conflict accommodation, conflict competition

INTRODUCTION

Conflict is an inherent aspect of human interaction and organizational dynamics, often arising from differing perspectives, goals, and interests. Effectively managing these conflicts is crucial for maintaining a harmonious and productive work environment. Conflict management styles play a pivotal role in determining how conflicts are approached, addressed, and resolved within organizations. These styles encompass a range of strategies that individuals and organizations employ to navigate conflicts while minimizing their negative impact on employees and overall performance.

Conflict can be understood as a confrontation caused by disparities in attitudes, perceptions, processes, interests, thoughts, needs, and sometimes even personal values. From an organizational perspective, "organizational conflict" refers to a state of disagreement and

stress arising from competing needs or perceived opposition in values, interests, or priorities among coworkers (Mohamed, 2020). Conflict management, therefore, refers to the ability to recognize disputes and resolve them amicably, fairly, and effectively (Shonk, 2023). A conflict management style refers to the method used to diagnose issues, generate potential solutions, guide decision-making, implement effective actions, and enforce the chosen resolution (Wakeling et al., 2023).

An in-depth review of the literature on organizational conflict management reveals that most scholars agree on five primary dimensions of conflict management styles (Ataee, 2020). First, conflict avoidance style refers to the situation where one party ends a potentially dangerous situation by calling it off, particularly when diplomatic and cooperative tactics are being sidestepped (Fisher, 2010). By ignoring disagreements, avoiding certain behaviors, and eliminating the disputing parties, this conflict management approach lessens confrontations. Second, the conflict compromising style aims to achieve a practical solution that partially satisfies the interests of all involved. It strikes a balance between cooperativeness and assertiveness to reach mutually acceptable outcomes (Schaller-Demers, 2008). Third, conflict accommodation style refers to conflicting parties can 'win' and have their way in this approach by simply placing the demands of the opposing party before one's own (Emily, 2022). When compromising to meet the needs of the other person, which is the reverse of competing, there is a degree of self-sacrifice. Fourth, the conflict competition style emphasizes assertiveness and the pursuit of one's interests at the expense of others. This style may be appropriate when outcomes are more important than relationships, such as in high-stakes negotiations (Novak, 2019). Lastly, the conflict collaboration style seeks to find win-win solutions by addressing the concerns of all parties involved. It minimizes negative emotions and promotes collective problem-solving (Behfar et al., 2008).

The conflict management style adopted within an organization can significantly influence its overall performance and effectiveness. When managed constructively, conflict can be a catalyst for growth, innovation, and better decision-making. Collaborative approaches and open communication often lead to creative solutions and improved teamwork. However, poorly managed conflicts, or the choice of inappropriate conflict management styles, can hinder progress, strain relationships, and undermine employee morale. Therefore, understanding the implications of different conflict management styles is vital for organizations aiming to foster a positive work environment and optimize their performance.

Although previous research has explored conflict management styles, a gap remains in understanding their application within specific organizational contexts. In the case of the Abu Dhabi National Oil Company (ADNOC), which operates in a complex and dynamic industry, there is a lack of comprehensive investigation into how these styles influence organizational functioning and performance outcomes. Many existing studies are limited by inadequate population representation, methodological shortcomings, or overly general analysis of conflict scenarios. These gaps highlight the need for a more holistic investigation into the effects of conflict management styles on organizational performance.

LITERATURE REVIEW

The effects of conflict management styles on an organization's performance align with the Thomas-Kilmann Conflict Mode Instrument (TKI) theory, proposed by Thomas and Kilmann in 1974. The TKI theory posits that individuals generally adopt one of five primary conflict management styles: competing, collaborating, compromising, avoiding, and accommodating. These styles reflect how individuals' approach and handle conflict across various situations.

The TKI theory describes the effect of conflict management style on organizational performance by highlighting that the conflict management style chosen can have a substantial impact on the outcomes of internal conflicts. Some styles may be more effective than others depending on the situation and nature of the disagreement. For instance, adopting a collaborative approach can enhance organizational performance in contexts where teamwork and innovation are essential. Conversely, excessive avoidance or competitiveness may hinder performance by allowing unresolved issues to persist, lowering morale, and straining workplace relationships.

Conflict Avoidance

Smith et al. (2019) found that organizations with a prevalent culture of conflict avoidance often experienced unresolved issues, ultimately hindering productivity and performance. Their study highlighted the negative consequences of ignoring or dismissing conflicts. Similarly, Johnson and Brown (2020), in a corporate setting, discovered that a culture of conflict avoidance suppressed employee creativity and innovation. This stifling of new ideas had a direct negative impact on the company's overall performance. Garcia and Martinez (2018) conducted a study within a healthcare organization and noted that conflict avoidance among medical staff resulted in delayed decision-making and suboptimal patient outcomes. This research underscores the detrimental effects of conflict avoidance on performance in a critical industry.

Conflict Compromising

Roberts and Turner (2019) conducted research in a project-based organization and found that compromising positively influenced organizational performance. Teams employing this style were more effective in resolving disputes and making timely decisions, resulting in successful project completion and improved overall outcomes. Wang and Chen (2020) studied compromising in a manufacturing company and revealed that this style reduced conflicts related to resource allocation and team disagreements. This, in turn, lowered turnover rates among employees, resulting in cost savings and better performance for the organization. Adams and Nelson (2023) investigated compromising within a retail environment and found that this style improved customer service. Employees who were willing to compromise when dealing with customer complaints achieved higher customer satisfaction ratings. This enhancement in customer satisfaction contributed to increased sales and, subsequently, boosted the organization's performance.

Conflict Accommodation

Johnson et al. (2018) conducted research in a nonprofit organization and found that accommodating significantly influenced organizational performance. Employees who prioritized the needs and preferences of their colleagues contributed to a more harmonious work environment, resulting in improved collaboration and better project outcomes. In the hospitality industry, Gomez and Rodriguez (2020) found that accommodating managers who honored employee requests for flexible schedules and time off created a positive workplace atmosphere. This approach reduced staff turnover and associated costs, thereby enhancing organizational performance. Clark and White (2023) conducted research within an educational institution and observed that accommodating contributed to higher student satisfaction. Faculty and staff who accommodated student needs and concerns created a more supportive learning

environment, leading to improved student retention rates and enhanced institutional performance.

Conflict Competing

A study by Turner and Parker (2017) in a highly competitive business environment revealed that the competing style can positively impact organizational performance in certain situations. When used judiciously and strategically, competition among employees or teams fueled innovation and drove performance improvements. However, excessive or uncontrolled competition had detrimental effects on teamwork and overall morale. Harris and King (2019), studying a sales-oriented organization, noted that a competitive atmosphere increased motivation among sales representatives. A competitive atmosphere, when appropriately managed, encouraged employees to strive for higher sales targets, ultimately contributing to improved sales performance. Lopez and Rivera (2022) explored competition in a technology startup and found that competition for recognition and resources motivated employees to showcase their skills. When harnessed effectively by leadership, this competitive drive led to higher productivity and innovation, enhancing the organization's overall performance.

Conflict Collaborating

Brown and Garcia (2018), in their study of a research and development department, found that collaboration significantly influenced organizational performance. Teams that actively collaborated across functional areas achieved breakthrough innovations and product developments, propelling the company's competitiveness and market performance. Chen and Patel (2020) studied collaboration within a global consulting firm and found that this style enhanced client satisfaction. Cross-functional teams that collaborated effectively were better equipped to provide comprehensive and customized solutions, resulting in higher client retention rates and improved performance in client satisfaction surveys. Smith and Jones (2023) investigated collaboration in a healthcare setting and found that collaborative approaches among medical professionals led to fewer medical errors, better patient outcomes, and increased trust in the healthcare system. These improvements significantly strengthened the system's reputation and performance.

CONCEPTUAL FRAMEWORK

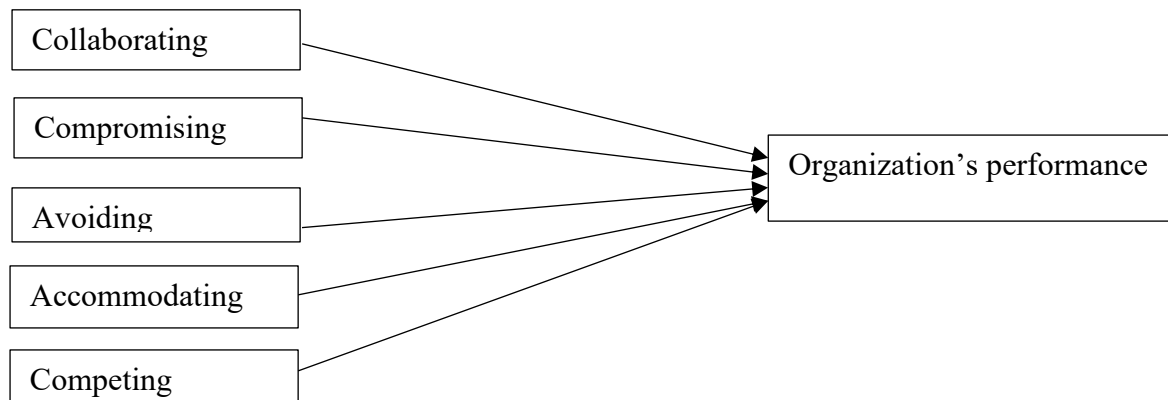


Figure 1: Conceptual framework

HYPOTHESIS

H1: Conflict avoiding significantly affect organization's performance.

H2: Conflict compromising significantly affects organization's performance.

H3: Conflict accommodation significantly affects organization's performance.

H4: Conflict competing significantly affects organization's performance.

H5: Conflict collaboration significantly affects organization's performance.

RESEARCH METHODOLOGY

This study adopted a positivist paradigm, employing a quantitative approach for both data collection and analysis. The primary objective was to explore the relationship between conflict management styles and organizational performance among managers at the Abu Dhabi National Oil Company (ADNOC) in the UAE. A structured, close-ended questionnaire was developed based on a thorough review of relevant literature. This questionnaire consisted of carefully designed questions with predefined response options. The questions aimed to gather information about participants' conflict management styles and their perceptions of organizational performance.

The target population comprised all managers within ADNOC in the UAE, estimated at approximately 2,000 individuals. Using the Krejcie and Morgan (1970) sample size determination formula, a sample size of 322 participants was selected to ensure representativeness. To distribute the questionnaire, the researchers obtained the necessary permissions from relevant center administrators. Introduction letters were sent to potential participants, explaining the study's purpose and significance. The self-administered questionnaires were then distributed to the selected participants, who were requested to complete and return them within a specified timeframe.

Although the actual response rate is not reported in this section, the methodology accounted for both distribution and follow-up procedures to enhance participation. The collected survey data was subjected to thorough data analysis using statistical methods and specialized software. Quantitative data analysis techniques were applied to derive meaningful insights from the collected responses. This involved calculating frequencies to determine the occurrence of different responses, percentages to understand the distribution of choices, averages to assess central tendencies, and correlations to identify potential relationships between variables. This analytical approach provided a comprehensive understanding of the conflict management styles employed by ADNOC managers and their perceived impact on organizational performance. The use of a structured survey instrument, supported by rigorous statistical analysis, allowed the researchers to draw evidence-based conclusions regarding the studied relationships.

In summary, this research utilized a quantitative design within a positivist framework, targeting 322 managers selected from a population of approximately 2,000 at ADNOC. The methodology facilitated the identification of trends and patterns, contributing to the empirical understanding of conflict management's role in organizational effectiveness.

Table 1: Sample selection criteria

COMPANY CENTER	Sample selected	COMPANY CENTER	Selected sample
A	16	K	17
B	16	L	16
C	17	M	17
D	16	N	16
E	16	O	15
F	16	P	16
G	16	Q	17
H	16	R	16
I	16	S	16
J	15	T	16
Total	160	Total	162

Research Instrument

In this research, a closed-ended questionnaire was used to collect the data.

Table 1: Questionnaire design

Section A		
Information	Items	Adopt from
Demographic profile	5	Adopted
Gender		
Age		
Citizenship		
Section B		
Variables	No. of Items	Adopt from
Independent variables (CM)		Thomas and Kilmann (1976)
Conflict avoidance	11	Benoliel (2017), Grid (2019)
Conflict Compromising	10	And Burns (2008)
Conflict Accommodation	8	
Conflict Competition	8	
Conflict Collaboration	10	
Dependent Variables (OP)	5	Ezeinuaku (2021) and Eleonora (2020).
Organization's productivity	7	
Organization's ranking	5	
Sales and market share	5	
Organization's financial performance		
Total		69

Exploratory Factor Analysis (EFA)

The study employed Exploratory Factor Analysis (EFA) to analyze the data, assess internal reliability, and uncover the underlying structure of the measured variables. EFA is a statistical method commonly used in psychology, social sciences, and market research to simplify complex data by identifying latent factors and their relationships with observed variables. It reveals patterns of correlations among variables and helps to determine the dimensionality of constructs.

Table 3: Cronbach Alpha

Cronbach Alpha	Internal Consistency
$\alpha > 0.9$	Excellent
$0.9 \geq \alpha > 0.8$	Good
$0.8 \geq \alpha > 0.7$	Acceptable
$0.7 \geq \alpha > 0.6$	Questionable
$0.6 \geq \alpha > 0.5$	Poor
$0.5 \geq \alpha$	Unacceptable

Reliability ensures the consistency and stability of research instruments. In this study, Cronbach's alpha coefficient was used to assess reliability, with a value of 0.60 or higher considered acceptable, and values above 0.80 indicating high internal consistency of questionnaire items. Cronbach's alpha (α) is one of the most widely used methods for evaluating the internal consistency of a scale. It is particularly suitable for instruments containing questions with more than two possible responses. The α value ranges between 0 and 1, with scores of 0.70 or higher generally considered acceptable (Granić & Marangunić, 2019).

In this study, Cronbach's alpha based on standardized items was calculated to examine the internal consistency and inter-item correlations of the questionnaire. The data analysis was conducted using the Statistical Package for the Social Sciences (SPSS).

RESULTS FINDINGS

Population Overview and Response Rate

A total of 380 questionnaires were distributed to managers at ADNOC, UAE, from a total population of approximately 2,000 individuals. As shown in Table 4, 370 responses were received, yielding a response rate of 97.38%. However, five questionnaires were excluded due to incomplete responses, resulting in 365 usable questionnaires and a valid response rate of 96.05% for analysis.

Table 4: Sample study response rate

Questionnaire response	Frequency	Percentage (%)
Number of questionnaires distributed	380	100.00
Returned questionnaires	370	97.38
Questionnaires not returned	10	2.63
Usable questionnaire	365	96.05

Data Screening

Before conducting data analysis, it was essential to verify the accuracy of the data entered into the dataset to ensure the validity of the study's conclusions (Tabachnick & Fidell, 2013). This

section outlines the procedures used to screen the data for errors, including the detection of missing values and outliers. Identifying and correcting such anomalies is critical, as inaccurate or incomplete data may compromise the reliability and validity of the research findings (Hair et al., 2010). To evaluate the validity of the measures and data, it was then necessary to look at the validity and reliability of the research construct as well as other presumptions.

Detection of Missing Data

During the initial data screening process, six questionnaires were identified as having missing values, reducing the dataset to 364 responses for further analysis. As noted by Tabachnick and Fidell (2013), missing data is a common issue in statistical analysis. In this study, the data were recorded in Microsoft Excel, and missing values were identified using the VLOOKUP function, which enabled efficient detection of incomplete entries.

Detection of Outliers

To detect multivariate outliers, the study employed the Mahalanobis distance statistic using SPSS software (Hair et al., 2010). This method calculates the squared distance of each case from the centroid of all data points. Out of the 364 responses, seven cases were identified as outliers based on Mahalanobis distance values, following the guideline by Arbuckle (2011), where cases with p-values less than 0.001 in the p1 column were considered outliers.

These seven outliers were subsequently excluded from further analysis, resulting in a final dataset of 357 valid responses. This step ensured the accuracy and reliability of the data used in the main analysis. The specific results of the Mahalanobis distance test are summarized in the accompanying table.

Table 5: Observations farthest from the centroid (Mahalanobis Distance)

Observation Number	Mahalanobis d-squared	p1
359	110.2439	0
343	109.6431	0
186	109.6396	0
313	105.298	0
202	105.0514	0
336	102.0588	0
180	101.9357	0

Reliability Analysis

Cronbach's alpha serves as a vital tool for evaluating the internal consistency reliability of constructs within the research. An established guideline is a threshold of 0.70 for the alpha's value, which signifies an acceptable level of construct reliability (Cooper & Schindler, 2013).

The outcomes of the pilot testing, as displayed in Table 6, substantiate the instrument's consistency. To estimate the internal consistency, SPSS version 24 was utilized. The resulting data indicated that each construct's reliability surpasses the critical value of 0.70. This observation underscores the robust internal consistency of the questionnaire employed in the current study.

Table 6: Result of reliability analysis

Sr	Dimension	Alpha	No. of items
1	Conflict Avoidance	0.915	5
2	Conflict Compromising	0.936	5
3	Conflict Accommodation	0.954	6
4	Conflict Competition	0.948	6
5	Conflict Collaboration	0.980	8
6	Organization's performance	0.944	5

Testing Normality

The study's planned analysis assumed data conformity to a normal distribution, a bell-shaped pattern recognized for its precision (Aron, Coups, & Aron, 2011). Non-normality, signaled by skewed or highly kurtotic data, can disrupt specification or estimation (Doornik & Hansen, 2008). Kurtosis evaluates tail weight relative to a normal distribution; positive kurtosis suggests heavy tails and high peaks, while negative kurtosis implies lighter tails and low peaks. Values between -2 and +2 indicate normal distribution (Kline, 2011); the study's kurtosis values fall within this range. Similarly, skewness, indicating data distribution around the mean, also aligns with normality when between -2 and +2 (Kline, 2011); the study's skewness values fall within this range as well.

Testing for Multicollinearity

In this study, multicollinearity was tested using SPSS software for collinearity diagnostics. The VIF and Tolerance values were compared to standard benchmarks. Tolerance values represent the proportion of variation in the model not explained by the independent variables collectively. According to Pallant (2007), a VIF value exceeding 5 indicates the presence of multicollinearity, while tolerance values below 0.10 suggest multicollinearity in the data (Field, 2013). Based on the values, it is clear that only a few variables show indicators of multicollinearity, as the majority of VIF values were below 5 and tolerance values exceeded 0.10. Therefore, there is no violation of the multicollinearity assumptions.

Testing for Common Method Bias

In self-report studies, measurement validity faces a common challenge known as common method bias. This bias emerges from relying on a single informant for all construct measurements (Asiaei, 2014). It attributes variance to the measurement method instead of the constructs themselves (Podsakoff et al., 2003). As this study employs self-report measures, it's susceptible to common method variance. To address this, the researcher employed the single-factor method for common method variance, utilizing SPSS and factor analysis to assess its

impact on validity and reliability. All construct items were loaded onto a single factor to evaluate variance, aiming for less than 50% variation, indicative of no common method variance (Hair et al., 2010). The results, presented in Table 7, indicate an overall presence of 15.241% common variation, below the 50% threshold. This suggests no significant common method variance issue in the data, as shown in Table 7.

Table 7: Result of common method biased test

Total Variance Explained Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.382	15.241	15.241	8.382	15.241	15.241
2	2.297	4.176	19.416			
3	2.065	3.755	23.171			
4	1.701	3.093	26.264			
5	1.679	3.053	29.318			
6	1.505	2.737	32.055			
7	1.48	2.69	34.745			
8	1.412	2.568	37.313			
9	1.363	2.478	39.791			
10	1.322	2.404	42.194			
11	1.295	2.354	44.548			
12	1.229	2.234	46.782			
13	1.216	2.211	48.993			
14	1.175	2.136	51.129			
15	1.161	2.111	53.24			
16	1.106	2.011	55.251			
17	1.047	1.903	57.155			
18	1.026	1.866	59.02			
19	1.018	1.852	60.872			
20	0.962	1.749	62.621			
21	0.955	1.737	64.358			
22	0.926	1.683	66.041			
23	0.904	1.644	67.685			
24	0.889	1.616	69.3			
25	0.827	1.504	70.804			
26	0.816	1.483	72.287			
27	0.791	1.439	73.726			
28	0.764	1.389	75.114			
29	0.747	1.359	76.473			
30	0.732	1.331	77.804			
31	0.727	1.321	79.125			
32	0.682	1.24	80.365			
33	0.673	1.224	81.589			
34	0.645	1.174	82.762			
35	0.62	1.127	83.889			
36	0.601	1.092	84.982			
37	0.586	1.065	86.047			
38	0.571	1.038	87.085			
39	0.557	1.013	88.098			
40	0.538	0.978	89.076			
41	0.527	0.958	90.033			
42	0.499	0.907	90.941			
43	0.484	0.881	91.821			
44	0.47	0.854	92.675			
45	0.452	0.821	93.496			
46	0.435	0.792	94.288			
47	0.422	0.767	95.055			

continued

48	0.411	0.748	95.803
49	0.399	0.725	96.528
50	0.379	0.69	97.218
51	0.359	0.653	97.872
52	0.324	0.589	98.461
53	0.301	0.547	99.008
54	0.287	0.521	99.529
55	0.259	0.471	100

Extraction Method: Principal Component Analysis.

Demographic Profile of Respondents

The demographic profile of the surveyed participants, comprising 364 respondents, is presented in detail within Table 8. The table highlights a gender distribution, indicating a higher percentage of male employees (56.04%) compared to female employees (46.96%). When assessing age distribution, it is noted that the majority of respondents fall below the age of 30 years, accounting for 39.45% of the total. This is closely followed by respondents aged 31-40 years, making up 38.37% of the sample. A smaller proportion of the respondents, 15.89%, are aged between 41 and 50 years, while a mere 6.03% are aged above 55 years.

Regarding work experience at ADNOC UAE, the majority of respondents, amounting to 65.21%, report possessing less than 10 years of experience. The remaining experience groups are distributed as follows: 11-20 years of experience account for 26.30%, 21-30 years for 6.01%, and above 31 years for 2.2% of the participants.

Table 8: Demographic profile of respondents

Profile	Category	Frequency	Percentage (%)
Gender	Male	200	56.04
	Female	157	46.96
Experience	Less than 10 Years	233	65.21
	11 - 20 Years	94	26.30
	21 - 30 Years	22	6.01
	Above 31 Years	8	2.2
Age	18-25 Years	34	9.6
	26 - 30 Years	107	29.9
	31 - 40 Years	138	38.5
	41 - 60 Years	58	15.9
	Above 60 Years	21	6.0

Descriptive Statistics Analysis

Table 9: Descriptive analysis

Items	Questions	1 N %	2 N %	3 N %	4 N %	5 N %	Mean	SD
Conflict Avoidance								
CA1	When members deliberately ignore or withdraw from a conflict, somehow activities are accomplished but no guarantee for sustainable peace.	64 17.9	172 48.0	95 26.5	22 6.1	5 1.4	2.25	0.869
CA2	There are reduced risks with conflict avoidance and this promotes organizational performance.	84 23.5	174 48.6	72 20.1	20 5.6	8 2.2	2.15	0.917
CA3	Often leads to a dysfunctional working environment hence negatively affecting organization's performance.	97 27.1	140 39.1	79 22.1	30 8.4	12 3.4	2.22	1.041
CA4	ADNOC does not pay attention to a conflict which has minimal damages	89 24.9	133 37.2	93 26.0	32 8.9	11 3.1	2.28	1.032
CA5	There is loss of productivity especially when the affected party feels abandoned.	95 26.5	156 43.6	58 16.2	31 8.9	17 4.7	2.22	1.081
CA6	Often creates strained communication within the organization	65 18.2	148 41.3	98 27.4	37 10.3	10 2.8	2.38	0.988
CA7	Increases high turnover which consequently fails the organization	66 18.4	145 40.5	96 26.8	35 9.8	16 4.5	2.41	1.038
CA8	Avoiding conflicts may cause impaired teamwork, an indicator of organization's failure	92 25.7	132 36.9	91 25.4	34 9.5	9 2.5	2.26	1.025
CA9	Avoiding a conflict reduces stress, promotes production thus contributing to organization's performance	98 27.4	148 41.3	77 21.5	24 6.7	11 3.1	2.17	1.004
Conflict Compromising								
CC1	Genuine surrendering of interests in a conflict promotes harmony and consequently organization's performance	113 31.6	120 33.5	87 24.3	31 8.7	7 2.0	2.16	1.029
CC2	Balancing the needs of both or all sides in a conflict enables working environment for organization's performance	71 19.8	145 40.5	88 24.6	43 12.0	11 3.1	2.38	1.029
CC3	Reaching agreement through negotiation promotes peace and unity which are key prerequisites of productivity	88 24.6	145 40.5	87 24.3	25 7.0	13 3.6	2.25	1.019
CC4	Promotes medium cooperativeness which credit performance	65 18.2	135 37.7	105 29.3	35 9.8	18 5.0	2.46	1.054

continued

CC5	Compromising typically requires less time than collaborating	66	151	88	37	16	2.40	1.043
		18.4	42.2	24.6	10.3	4.5		
CC6	Faster issue resolution leads to effective performance of an organization	87	138	89	32	12	2.28	1.036
		24.3	38.5	24.9	8.9	3.4		
CC7	Lowers the levels of tension and stress hence conducive environment for organization's performance	104	148	71	24	11	2.13	1.009
		29.1	41.3	19.8	6.7	3.1		
CC8	Can provide a temporary solution	84	137	89	32	16	2.33	1.067
		23.5	38.3	24.9	8.9	4.51		
CC9	The style limits the number of possible creative solution thus a hindrance to organization's performance	102	140	80	21	15	2.18	1.044
		28.5	39.1	22.3	5.9	4.2		
CC10	Can result in neither party being truly satisfied which may perpetuate the problem and finally affects the reputation of an organization	92	130	101	24	11	2.25	1.012
		25.7	36.3	28.2	6.7	3.1		
Conflict Accommodation								
CAN1	Members show reasonableness during conflict resolution and this maintains good relationships which contribute to organizations performance.	97	146	88	21	6	2.14	0.940
		27.1	40.8	24.6	5.9	1.7		
CAN2	One party expressing the willingness to set aside personal interests gives chance to effective organization's performance	75	125	110	41	7	2.39	1.003
		20.9	34.9	30.7	11.5	2.0		
CAN3	Acting selflessly can earn goodwill and appreciation from others, hence harmonious production.	76	126	110	33	13	2.39	1.003
		21.2	25.2	30.7	9.2	3.6		
CAN4	Adjusting relationships to each other in order to overcome the difficulties greatly given room for organization's performance.	92	124	88	45	9	2.32	1.066
		25.7	34.6	24.6	12.6	2.5		
CAN5	The style allows conflicts to be resolved quickly thus creating enabling environment for organizational performance	88	132	92	32	14	2.31	1.059
		24.6	36.9	25.7	8.9	3.9		
CAN6	Helps to maintain positive working relationships and preserve trust, which highly contribute to organization's performance.	71	140	108	29	10	2.35	0.978
		19.8	39.1	30.2	8.1	2.8		
CAN7	Restores and maintains peace and harmony for organization's performance.	91	128	93	32	14	2.48	1.006
		25.4	35.8	26.0	8.9	3.9		

continued

CAN8	Increases unresolved conflicts which may put the future performance of organizations at stake	91 25.4	128 35.8	93 26.0	32 8.9	14 3.9	2.30	1.066
Conflict Competition								
CCP1	Competitive styles respond best to using facts and data hence promoting professionalism in an organization.	76 21.2	136 38.0	103 28.8	32 8.9	11 3.1	2.35	1.008
CCP2	They give quick action required in an emergency hence promoting peace	49 13.7	132 36.9	116 32.4	48 13.4	13 3.6	2.56	1.004
CCP3	The capacity to quickly handle a conflict contributes to employee satisfaction and organization's performance	84 23.5	125 34.9	105 29.3	31 8.7	13 3.6	2.34	1.043
CCP4	The styles are more cost-effective and beneficial to organization's performance.	68 19.0	133 37.2	100 27.9	34 9.5	23 6.4	2.47	1.099
CCP5	Focusing on goals over relationships highly contribute to organization's performance.	91 25.4	141 39.4	81 22.6	32 8.9	13 3.6	2.26	1.049
CCP6	Enables record keeping since all is put in writing	54 15.1	140 39.1	108 30.2	45 12.6	11 3.1	2.49	0.995
CCP7	The style focuses on mutual benefits thus promoting unity.	64 17.9	130 36.3	100 27.9	49 13.7	15 4.2	2.50	1.066
CCP8	The style focuses on mutual benefits thus promoting unity.	24 6.7	43 12.0	83 23.2	156 43.6	52 14.5	3.47	1.089
Conflict Collaboration								
CCL1	Integrating solutions highly give room to organization's performance	100 27.9	131 36.6	92 25.7	27 7.5	8 2.2	2.20	1.002
CCL2	Feeling heard and respected by all parties creates a healthy environment for organizational performance.	66 18.4	144 40.2	100 27.9	40 11.2	8 2.2	2.39	0.983
CCL3	Achieving harmony by the style is a catalyst to effective organization's performance	90 25.1	140 39.1	77 21.5	38 10.6	13 3.6	2.28	1.068
CCL4	Gaining commitment by organizational members highly influences organization's performance.	94 26.3	133 37.2	92 25.7	31 8.7	8 2.2	2.23	1.007
CCL5	Learning more about the other parties and the conflict itself gives sustainable approaches to organization's performance	88 24.6	132 36.9	97 27.1	27 7.5	14 3.9	2.29	1.043

continued

CCL6	The style translates to higher productivity on the job	55	128	118	42	15	2.54	1.022
		15.4	35.8	33.0	11.7	4.2		
CCL7	It gives greater Creative input which spearheads organization's performance.	61	137	107	40	13	2.46	1.017
		17.0	38.3	29.9	11.2	3.6		
CCL8	The style improves team's relationships hence indicating improved organization's performance	92	138	89	30	9	2.23	1.007
		25.7	38.5	24.9	8.4	2.5		
CCL9	The style contributes to increase Employee Morale which influences organization's performance.	101	130	95	27	5	2.18	0.973
		28.2	36.3	26.5	7.5	1.4		
CCL10	It creates room for better Division of Labor	71	133	101	43	10	2.41	1.024
		19.8	37.2	28.2	12.0	2.8		

The independent variable "conflict management styles" was assessed through five constructs: conflict avoidance, conflict compromising, conflict accommodation, conflict competition, and conflict collaboration. Each construct was measured using a range of items. For conflict avoidance, nine items were utilized. Their mean scores ranged from 2.15 to 2.38, with standard deviations between 0.869 and 1.081. This indicates a high level of perception among respondents, in line with Pallant's (2013) assessment. Table 9 highlights that the majority of respondents scored 2 (Agree) and 1 (Strongly Agree).

Conflict compromising, measured using 10 items, displayed mean scores ranging from 2.13 to 2.48, and standard deviations from 1.009 to 1.054. This implies a high to moderate level of perception among respondents, as suggested by Pallant (2013). Table 8 illustrates that most respondents scored 2 and 1 on the Likert scale.

Eight items gauged conflict accommodation, with mean scores varying from 2.14 to 2.48, and standard deviations from 0.940 to 1.066. This again aligns with a high to moderate level of perception among respondents, following Pallant's (2013) rule of thumb. As indicated in the table, most respondents scored 2 and 1 on the Likert scale.

Conflict competition's perception was evaluated through eight items on a 5-point Likert scale. The mean scores spanned 2.26 to 2.50, and standard deviation scores ranged from 1.004 to 1.099. This signifies a high to moderate level of perception among respondents, as per Pallant's (2013) guideline. The majority of respondents scored 2 or 1 for this construct, as evidenced in Table 5.

Lastly, the perception of conflict collaboration was assessed using 10 items. Their mean scores ranged from 2.18 to 2.54, and standard deviation scores ranged from 0.973 to 1.068. The usage of a 5-point Likert scale, alongside Pallant's (2013) threshold, indicates a high to moderate level of perception among respondents. Additionally, Table 8 demonstrates that most respondents scored 1 and 2 on the Likert scale, as reflected in the frequencies and percentages of scores.

Organization's Performance

Table 10 presents the frequency, percentage, the mean and standard deviation of each item, which measures organization's performance constructs among respondents. A respondent is

asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly agree) to 5 (strongly disagree).

Table 10: Frequency, percentage, mean and standard deviation

Items	Questions	1	2	3	4	5		
		N	N	N	N	N		
	Organization's Performance	%	%	%	%	%	Mean	SD
OP1	ADNOC produces desired maximum oil with a minimum expenditure of resources	97 27.1	147 41.1	96 26.8	8 2.2	10 2.8	2.13	0.931
OP2	There is systematic execution of duties at ADNOC	97 27.1	153 42.7	83 23.2	15 4.2	10 2.8	2.13	0.953
OP3	ADNOC meets the market demands	104 29.1	124 34.6	74 20.7	38 10.6	18 5.0	2.28	1.140
OP4	ADNOC utilizes available opportunities	95 26.5	118 33.0	103 28.8	34 9.5	8 2.2	2.28	1.029
OP5	ADNOC rates high in strong leadership	93 26.0	142 39.7	70 19.6	29 8.1	24 6.7	2.30	1.139
OP6	ADNOC is one of the most admired and appreciated companies in UAE	97 27.1	132 36.9	75 20.9	39 10.9	15 4.2	2.28	1.103
OP7	ADNOC keeps good track of the budget	104 29.1	126 35.2	94 26.3	29 8.1	5 1.4	2.18	0.987
OP8	ADNOC gets a lot of profits from oil production	71 19.8	125 34.9	101 28.2	47 13.1	14 3.9	2.46	1.070
OP9	ADNOC registers a lot of sales	62 17.3	160 44.7	98 27.4	28 7.8	10 2.8	2.34	0.947
OP10	ADNOC has a big market	81 22.6	136 38.0	90 25.1	33 9.2	18 5.0	2.36	1.083

Ten items that asked participants to rate their reaction on a five-point Likert scale were used to measure the dependent variable, the organization's performance. According to Pallant's (2013) general rule of thumb, a mean score of 2.13 to 2.46 for every question and a standard deviation

of 0.931 to 1.140 imply that respondents have a high degree of perception. Table 6 further reveals that the majority of respondents gave a Likert scale response of 1 or 2.

Hypothesis Testing

H1: Conflict Management Styles affect organization's performance

The hypothesis examines whether Conflict Management Styles (CMS) have an impact on Organization's Performance (OP). The dependent variable OP was subjected to regression analysis with the predictor variable CMS to evaluate hypothesis H1. The results revealed a significant prediction of OP by CMS, with a significant F-value ($F(1, 356) = 28.854, p < 0.001$). This suggests that CMS plays a substantial role in determining the performance of the organization, as evidenced by the coefficient value ($b = 0.584, p < 0.001$). These findings clearly demonstrate the influence of Conflict Management Styles. Additionally, the R-squared value ($R^2 = 0.291$) signifies that the model explains 29.1% of the variability in Organization's performance.

Table 11: Summary of findings

IVs	Regression Weights	Beta Coefficient	R ²	F	t-value	p-value	Hypothesis Supported
CA		.151	.291	28.854	2.693	.000	YES
CC		.133			1.993	.007	
CAN	CMS→OP	.199			3.340	.001	
CCP		.143			1.979	.009	
CCL		.281			4.701	.000	

H1a: Conflict avoidance affects organization's performance

The hypothesis examines whether Conflict Avoidance (CA) has an impact on organization's performance (OP). The dependent variable OP was subjected to regression analysis with the predictor variable CA to evaluate hypothesis H1a. The findings demonstrated a significant prediction of OP by CA, with a notable F-value ($F(1, 356) = 44.646, p < 0.001$). This suggests that CA plays a substantial role in determining the organization's performance, as evident from the coefficient value ($b = 0.360, p < 0.001$). These outcomes clearly underscore the influence of Conflict Avoidance. Furthermore, the R-squared value ($R^2 = 0.111$) indicates that the model accounts for 11.1% of the variability in Organization's performance.

Table 12: Summary of findings

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value	Hypothesis Supported
H1a	CA→ OP	.360	.111	44.646	.000	YES

H1b: Conflict Compromising affects Organization's Performance

The hypothesis tests if Conflict Compromise (Cc) affects organization's performance (OP). The dependent variable OP was regressed on predicting variable CC to test hypothesis H1b. CC significantly predicted OP, $F(1, 356) = 50.661, p < 0.001$, which indicates that the CC plays a significant role in determining organization's performance ($b = 0.352, p < 0.001$). These results clearly direct the effect of Conflict Avoidance. Moreover, the $R^2 = 0.125$ depicts that the model explains 12.5% of the variance in Organization's performance.

Table 13: Summary

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value	Hypothesis Supported
H1b	CC → OP	.352	.125	50.661	.000	YES

H1c: Conflict Accommodation affects Organization's performance

The hypothesis examines whether Conflict Accommodation (CAN) has an influence on organization's performance (OP). The dependent variable OP underwent regression analysis with the predictor variable CAN to evaluate hypothesis H1c. The findings revealed a substantial prediction of OP by CAN, with a significant F-value ($F(1, 356) = 75.523, p < 0.001$). This suggests that CAN plays a noteworthy role in determining the organization's performance, as indicated by the coefficient value ($b = 0.441, p < 0.001$). These outcomes clearly emphasize the impact of Conflict Accommodation. Furthermore, the R-squared value ($R^2 = 0.175$) signifies that the model accounts for 17.5% of the variability in Organization's performance.

Table 14: Summary

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value	Hypothesis Supported
H1c	CAN → OP	.441	.175	75.523	.000	YES

H1d: Conflict avoidance affects organization's performance

The hypothesis tests if Conflict Competition (CCP) affects organization's performance (OP). The dependent variable OP was regressed on predicting variable CCP to test hypothesis H1d. CCP significantly predicted OP, $F(1, 356) = 52.133, p < 0.001$, which indicates that the CCP plays a significant role in determining organization's performance ($b = 0.351, p < 0.001$). These results clearly direct the effect of Conflict Competition. Moreover, the $R^2 = 0.128$ depicts that the model explains 12.8% of the variance in Organization's performance.

Table 15: Summary findings

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value	Hypothesis Supported
H1d	CCP → OP	.360	.128	52.133	.000	YES

H1e: Conflict Collaboration affects organization's performance

The hypothesis examines the potential impact of Conflict Collaboration (CCL) on organization's performance (OP). The dependent variable OP underwent regression analysis with the predictor variable CCL to evaluate hypothesis H1e. The findings revealed a strong prediction of OP by CCL, with a highly significant F-value ($F(1, 356) = 101.773, p < 0.001$). This indicates that CCL significantly influences the determination of organization's performance, as evidenced by the coefficient value ($b = 0.479, p < 0.001$). These results clearly highlight the considerable effect of Conflict Collaboration. Furthermore, the R-squared value ($R^2 = 0.222$) signifies that the model accounts for 22.2% of the variability in Organization's performance.

Table 16: Summary of Findings

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value	Hypothesis Supported
H1a	CCL → OP	.479	.222	101.773	.000	YES

DISCUSSIONS AND CONCLUSION

This study was motivated by Opoku & Ampoma's work (2022), which anticipated effective conflict management's impact on organizational performance. Additionally, Hazril (2017) regarded conflict management styles as tools for achieving organizational commitment and performance. The study was influenced by various sources such as Teller (2019), ADNOC (2019a), Yang (2018), Abbasi (2018), and Sertin (2019), which highlighted conflicting business deals in ADNOC. The purpose of the thesis discussion was to systematically present the results, findings, and hypotheses of the research objectives and questions as outlined in Chapter One. The main goal of the study was to explore how conflict management styles influence organization's performance, based on the research objectives and questions. The study considered ADNOC's adoption of the five conflict management styles (ADNOC, 2019) and validated the measurement mode.

Table 17: Summary of findings

No	Research Objectives	Research Questions	Hypothesis	Results
1	RO 1: To examine the effect of Conflict avoidance on Organization's performance.	Does conflict avoidance affect Organization's performance?	H 1 →	Supported
2	RO 2: To examine the effect of Conflict compromising on organization's performance.	Does Conflict compromise affect organization's performance?	H 2 →	Supported
3	RO 3: To examine the effect of conflict accommodation on organization's performance	Does conflict accommodation affect organization's performance?	H 3 →	Supported
4	RO 4: To examine the effect of Conflict competition on organization's performance.	Does Conflict competition affect organization's performance?	H 4 →	Supported
5	RO 5: To examine the effect of Conflict collaboration on organization's performance	Does Conflict collaboration affect organization's performance?	H 5 →	Supported

The Effect of Conflict Management Styles on Organization's Performance

Conflict management styles affect organization's performance H1

Conflicts are an inherent aspect of workplace dynamics (Ma et al., 2018) and can escalate into verbal assaults if unresolved (Hotepo, 2020) (Karthikeyan, 2019). Organizational performance can be enhanced by maintaining acceptable conflict resolution levels (Abomeh, 2022). Conflict management styles have a significant impact on organizational performance, as the handling of conflicts can influence positive or negative outcomes. Despite ADNOC adopting various conflict management styles (Trade Administration, 2019), challenges persist, affecting information extraction, responsibility, and employee motivation (Street, 2018). ADNOC's aim to integrate industrial activities (EIA, 2017) necessitates effective conflict management for

organizational performance (Osas, 2018). Conflicting situations can harm the work environment and overall organizational performance (Awan, 2019).

The study's hypothesis H1 tested the impact of Conflict Management Styles (CMS) on organization's performance (OP). The results showed that CMS significantly predicted OP ($b = 0.584$, $p < 0.001$), with an R^2 value of 0.291, explaining 29.1% of the variance in OP. This underscores the importance of effective conflict management strategies in promoting open communication, collaborative decision-making, and timely resolution. Collaborative/problem-solving styles have positive effects, fostering teamwork, trust, and innovation, while compromising, accommodating, avoiding, and competitive styles can lead to negative consequences like reduced productivity and damaged relationships (Madalina, 2016).

For ADNOC, which is implementing advanced technologies, negotiation and collaboration among employees are crucial (ADNOC, 2018). The study suggests enhancing conflict management styles' effect on ADNOC's UAE performance through specific strategies:

1. *Training and Development*: Offer conflict management training to improve employees' skills in communication, negotiation, and problem-solving.
2. *Encourage Open Communication*: Foster transparent communication to express concerns and ideas, resolving conflicts constructively.
3. *Establish Clear Policies*: Develop well-defined conflict resolution policies and procedures to guide employees in managing conflicts.
4. *Promote Collaboration*: Encourage collaborative approaches, teamwork, and cross-functional collaboration for effective conflict resolution.
5. *Leadership Support*: Leaders should model conflict resolution behaviors and demonstrate commitment to constructive conflict management.
6. *Mediation and Facilitation*: Implement mediation or facilitation processes for complex conflicts to reach mutually acceptable solutions.
7. *Continuous Evaluation*: Regularly assess and gather feedback on conflict management strategies to make necessary improvements.

By adopting these strategies, ADNOC can cultivate a positive conflict management culture, leading to improved employee engagement, teamwork, decision-making, and overall organizational performance.

The Effect of Conflict Avoidance on Organization's Performance

The conflict avoidance style involves disregarding or sidestepping conflicts, often by withdrawing from the situation or postponing conflict resolution. However, using this style in inappropriate or sensitive situations can yield negative outcomes (Emily, 2021). While conflict avoidance might not always equate to shirking responsibility, it can lead to unresolved issues, increased tension, and decreased productivity. Avoiding conflict should not be a primary approach in effective conflict resolution, as this strategy can have detrimental effects on organizational performance.

The study confirms that Conflict Avoidance (CA) significantly affects organization's performance (OP). The analysis revealed that Conflict Avoidance significantly predicted OP ($b = 0.360$, $p < 0.001$), with an R^2 value of 0.111, explaining 11.1% of the variance in OP. This supports the hypothesis that Conflict avoidance affects organization's performance (H1a). However, in the context of ADNOC (Abu Dhabi National Oil Company), conflict avoidance can prove counterproductive and ineffective due to the following reasons:

1. *Stifles Innovation*: Conflict often arises from divergent ideas and perspectives, fostering healthy debate and innovative solutions. Avoiding conflict can hinder such creative discourse, limiting the company's ability to develop novel approaches and stay competitive in the oil and gas industry.
2. *Delayed Decision-Making*: Ignoring conflicts can lead to delayed decision-making processes, undermining efficiency and causing missed opportunities. In an industry where swift decisions are vital, prolonged deliberation can impede ADNOC's competitiveness.
3. *Resentment and Low Morale*: Failing to address conflicts may foster resentment and low morale among employees. This negative environment can hamper teamwork, collaboration, and overall employee engagement, affecting ADNOC's overall performance.
4. *Escalation of Issues*: Unresolved conflicts can escalate, becoming more challenging to manage over time. By neglecting conflicts, underlying tensions can worsen, leading to larger disputes that disrupt operations and relationships within the organization.
5. *Missed Learning Opportunities*: Conflicts can serve as valuable learning opportunities, highlighting areas for improvement and providing diverse perspectives. Addressing conflicts proactively can aid ADNOC in enhancing processes, policies, and employee development.
6. *Impact on Organizational Culture*: Conflict avoidance can shape the organizational culture by discouraging open communication and constructive feedback. This can undermine transparency, trust, and healthy collaboration.

Effectively managing conflict avoidance requires a strategic and proactive approach. Since conflict is inevitable, ADNOC should focus on developing a conflict resolution plan that includes clear policies, strong interpersonal skills development, open dialogue encouragement, fostering respect and accountability, clarifying expectations and goals, conducting regular conflict assessments, and providing training and resources for constructive conflict resolution. By addressing conflicts head-on, ADNOC can minimize their negative impact and create a more productive and positive work environment.

The Effect of Conflict Compromising on Organization's Performance

The compromising conflict management style involves finding a middle ground where conflicting parties make concessions to reach a solution that partially meets both parties' needs. Lussier (2017) suggests that compromising can lead to effective conflict resolution, as it involves mutual willingness to give up certain aspects during negotiation to achieve an agreement. When effectively managed, conflict compromising can yield numerous benefits such as improved decision-making, enhanced creativity, stronger relationships, increased employee engagement, better problem-solving abilities, and a more inclusive work environment. ADNOC can utilize these positive outcomes to enhance its organizational performance and attain strategic objectives. Although conflict compromising can lead to prompt resolutions without jeopardizing relationships (Laban, 2022), it might not yield optimal results in terms of innovation and complex problem-solving. Nonetheless, it remains effective for managing less critical conflicts.

The research findings indicate that Conflict Compromising (CC) significantly affects organization's performance (OP). The analysis demonstrates that Conflict Compromising significantly predicted OP ($b = 0.352$, $p < 0.001$), with an R^2 value of 0.125, explaining 12.5% of the variance in OP. These results affirm the hypothesis that Conflict compromising affects organization's performance (H1b). In the context of organizations like ADNOC (Abu Dhabi

National Oil Company), conflict can serve both as a disruptor and a catalyst for positive change. By effectively managing conflict through compromising, ADNOC can experience the following benefits:

1. *Enhanced Decision-making*: Conflict often arises from differing viewpoints, which can lead to richer discussions and more informed decisions. When managed through compromising, employees engage in constructive dialogue to find common ground. This collaborative approach results in well-balanced decisions that incorporate diverse perspectives, contributing to better overall outcomes.
2. *Increased Creativity and Innovation*: Conflict can challenge traditional ways of thinking. By compromising, individuals explore alternative solutions that bridge gaps between conflicting parties. This process encourages creative thinking and innovative problem-solving, fostering a culture of innovation and leading to new processes and solutions.
3. *Strengthened Relationships*: Unresolved conflicts can strain relationships, impacting collaboration. Compromising encourages open communication and collaboration, helping build trust and positive relationships. By finding mutually agreeable solutions, employees form stronger bonds, ultimately benefiting teamwork and overall organizational performance.
4. *Increased Employee Engagement*: Conflict can engage employees by encouraging them to voice their opinions. When conflicts are resolved through compromising, employees feel valued and committed to their roles. This enhanced engagement leads to increased productivity, innovation, and dedication to organizational goals.
5. *Improved Problem-solving Skills*: Compromising requires creative solutions that satisfy conflicting parties' needs. Engaging in this process enhances employees' problem-solving skills, contributing to efficient conflict resolution and better-equipped individuals to address future challenges.
6. *Enhanced Diversity and Inclusion*: Conflicts often stem from diverse viewpoints. Compromising allows for the inclusion of diverse perspectives, promoting a culture of diversity and inclusion within ADNOC. This approach leverages unique strengths, enhancing organizational performance.

While compromising can maintain relationships and achieve temporary resolutions, it might not fully address underlying issues. Overusing this tactic could lead to resentment and hinder collaboration (Banson, Dickson & Isaac, 2019). ADNOC should thus exercise this style judiciously. Managers relying heavily on this technique may exhaust goodwill and be perceived as incapable of fostering collaboration.

The Effect of Conflict Accommodation on Organization's Performance

Accommodation can be a suitable approach for swiftly resolving minor conflicts, allowing for the focus to shift to more significant issues. However, this highly cooperative style can have downsides, potentially leading to resentment (Gezim, 2022). Often, conflicting parties adjust their relationships to avoid competition, and interventions from third parties in conflict resolution may lack cooperation (Yuan, 2018). Accommodation entails yielding to the demands of the other party involved in a conflict. This style prioritizes maintaining relationships and harmony over achieving personal or organizational objectives. While it can prevent conflicts from escalating and maintain a peaceful atmosphere, it can also lead to resentment and a lack of assertiveness, potentially hampering long-term performance.

The analysis supports the hypothesis that Conflict Accommodation (CAN) affects organization's performance (OP). The regression of OP on CAN yielded significant results,

with CAN significantly predicting OP ($b = 0.441$, $p < 0.001$), and an R^2 value of 0.175, explaining 17.5% of the variance in OP. Thus, conflict accommodation plays a substantial role in determining organizational performance. This demonstrates the effect of Conflict Accommodation (H1c). The positive impacts of conflict accommodation in ADNOC (Abu Dhabi National Oil Company) on conflict management are multifaceted:

1. *Improved Communication:* Conflict accommodation fosters open and constructive communication between parties in ADNOC. By listening to each other's perspectives, employees gain deeper insights into the root causes of conflicts, promoting collaboration and reducing misunderstandings.
2. *Enhanced Relationship Building:* Accommodating conflicts cultivates cooperation and trust among employees. Feeling respected and valued strengthens relationships, creating a positive work atmosphere. Consequently, conflicts are resolved through dialogue and compromise rather than confrontational approaches.
3. *Creative Problem-Solving:* Accommodation stimulates creative thinking and innovative solutions. Through constructive dialogue, conflicting parties can pool their ideas and experiences to identify novel alternatives that address underlying issues. This approach contributes to a culture of continuous improvement.
4. *Reduced Employee Stress:* Conflict accommodation alleviates stress tied to unresolved conflicts. Effective conflict management provides psychological safety, reducing job dissatisfaction and turnover while enhancing overall employee well-being and productivity.
5. *Organizational Learning and Growth:* Conflict accommodation nurtures a learning culture at ADNOC. Addressing conflicts constructively allows the identification of weaknesses, implementation of necessary changes, and learning from past experiences. This adaptive approach bolsters the company's long-term success.
6. *Retention of Talent:* Conflict accommodation signals to employees that their voices matter. Feeling heard and valued fosters commitment to the organization, retaining crucial talent and maintaining knowledge, expertise, and experience.

By fostering conflict accommodation, ADNOC can create a conducive environment for effective conflict management. This leads to enhanced communication, collaboration, problem-solving, and overall performance. However, it's important to strike a balance and avoid overusing this approach to prevent potential resentment and passivity in conflict resolution.

The Effect of Conflict Competition on Organization's Performance

The competitive conflict management style involves a win-lose approach, where one party seeks to assert dominance and achieve their goals, often at the expense of the other party. While competitive behavior may be suitable in certain situations, it can lead to negative outcomes such as hostility, mistrust, and damaged relationships within the organization. The approach may be appropriate for negotiations or decision-making scenarios with clear winners and losers, but its prolonged use can harm teamwork, collaboration, and employee morale.

Conflict competition (CCP) was found to significantly predict organizational performance (OP) in the analysis. The regression analysis indicated that CCP plays a substantial role in determining organizational performance ($b = 0.351$, $p < 0.001$), with an R^2 value of 0.128, explaining 12.8% of the variance in OP. Thus, the effect of Conflict Competition (H1d) was supported. However, both conflict and competition can have adverse effects on organizational performance and conflict management within ADNOC (Abu Dhabi National Oil Company). Here are ways in which conflict and competition can hinder

organizational performance and conflict management, based on the originally reviewed literature and research findings:

1. *Distracted Focus*: Intense competition and conflict can divert attention away from primary organizational goals. Instead of contributing to growth, employees may become preoccupied with personal rivalries and conflicts, leading to decreased overall performance.
2. *Lack of Collaboration*: Conflict and competition can foster a hostile environment where employees focus on outperforming colleagues rather than collaborating. This lack of cooperation hampers knowledge sharing, resource allocation, and innovation, ultimately impacting productivity and efficiency.
3. *Reduced Employee Morale*: A culture of conflict and competition can create a toxic work environment, lowering employee morale. This environment leads to stress, dissatisfaction, and higher turnover rates, significantly affecting teamwork and overall ADNOC performance.
4. *Impaired Decision-Making*: Conflict and competition hinder effective decision-making. Personal agendas and rivalries can hamper consensus-building and informed decisions. This can delay progress and negatively affect performance.
5. *Inefficient Conflict Management*: Poorly managed conflicts can escalate and drain resources. Unresolved conflicts may consume time and energy, leading to productivity decline. Moreover, they can contribute to a toxic work culture, worsening their impact on performance.

To mitigate the negative effects of conflict and competition on organizational performance and conflict management, ADNOC can foster a culture of collaboration and cooperation. Implementing conflict resolution strategies, encouraging open communication channels, and promoting teamwork can mitigate the detrimental impact. Offering conflict management training to employees and managers can enhance conflict resolution skills, reducing the disruptive effects on the organization. By promoting a more harmonious and cooperative work environment, ADNOC can minimize the adverse consequences associated with competitive conflict management styles.

The Effect of Conflict Collaboration on Organization's Performance

Conflict collaboration affects organization's performance H1e

The success, survival, and efficiency of ADNOC have been compromised due to declining employee performance caused by an increase in workload and unfavorable schedules, including late working hours. Prior research has highlighted the positive correlation between the collaborating conflict management style and organizational performance. Collaboration emphasizes open communication, active listening, and mutually beneficial solutions. When employed effectively, this style leads to increased trust, improved teamwork, and enhanced problem-solving capabilities, fostering a positive work environment and overall performance.

Conflict Collaboration (CCL) significantly affects organizational performance (OP). The regression analysis demonstrated that CCL plays a substantial role in determining organizational performance ($b = 0.479$, $p < 0.001$), with an R^2 value of 0.222, explaining 22.2% of the variance in OP. These findings are consistent with Adilo (2019), John-Eke and Akintokunbo (2020), M'mbwanga, Maore, and Were (2021), who positively recommended conflict collaboration for organizational effectiveness.

Collaboration is particularly effective in resolving significant conflicts, especially those impacting intergroup relationships. While conflict is often perceived negatively, effective

conflict resolution can lead to improved organizational performance. Leadership approaches that prioritize collaboration and employee engagement have been shown to improve performance outcomes. For instance, Yousef and Ishak (2024) found that servant leadership coupled with teacher motivation significantly enhanced student performance in UAE primary schools, emphasizing the vital role of interpersonal styles in organizational success. Collaboration is renowned for its effectiveness in problem-solving due to its ability to reach agreeable solutions. It involves integrating solutions, gaining commitments, understanding perspectives, and fostering a desire to learn more about other parties and the conflict itself.

Here are distinct ways in which conflict collaboration can enhance organizational performance:

1. *Stimulates Innovation and Creativity:* Collaboration encourages the exchange of diverse ideas and viewpoints, sparking innovative thinking and creative problem-solving. By challenging established norms, collaboration can lead to the development of novel approaches, products, and services.
2. *Enhances Decision-Making:* Collaborative conflict resolution processes, such as negotiation and mediation, result in better decision-making. By enabling stakeholders to express concerns and interests, conflicts are resolved through mutual understanding and compromise, leading to informed and balanced decisions.
3. *Fosters Learning and Growth:* Collaboration provides opportunities for learning from differing perspectives. Discussing conflicting viewpoints and experiences leads to insights, expanding knowledge and skills. This continuous learning contributes to personal and professional development, enhancing organizational capabilities.
4. *Strengthens Relationships and Trust:* Collaboration involves active listening, empathy, and respect. Effective conflict resolution fosters positive relationships and trust among team members and stakeholders, contributing to a supportive work environment.
5. *Increases Engagement and Satisfaction:* Collaboration empowers individuals to contribute to conflict resolution. Feeling valued enhances engagement and job satisfaction, leading to a sense of ownership and commitment that drives productivity.
6. *Encourages Accountability and Transparency:* Collaboration promotes open communication, encouraging accountability and transparent decision-making. Constructive feedback and responsibility contribute to performance improvements and alignment with organizational goals.
7. *Reduces Negative Impacts of Unresolved Conflict:* Collaboration prevents conflicts from escalating into larger issues, minimizing disruptions, reducing stress, and maintaining a positive work environment.

In conclusion, conflict collaboration positively impacts organizational performance by stimulating innovation, enhancing decision-making, fostering learning and growth, strengthening relationships and trust, increasing engagement and satisfaction, promoting accountability and transparency, and mitigating the negative effects of unresolved conflict. Embracing conflict as an opportunity for growth and improvement leads to a resilient, adaptive, and successful organization.

CONCLUSION

This study conducted a comprehensive investigation into the relationship between conflict management styles and organizational performance, with a particular focus on the Abu Dhabi National Oil Company (ADNOC). The results provided compelling evidence that various conflict management styles significantly influence organizational performance. Each style

demonstrated a distinct role in shaping organizational outcomes, thereby validating all five hypotheses proposed in the study.

While the findings are rooted in the specific context of ADNOC, it is important to recognize that the relationship between conflict management styles and organizational performance may vary across different organizational environments. Factors such as industry-specific dynamics, organizational structures, and individual differences within the workforce can influence how these styles manifest and impact outcomes. This study highlights the critical importance of understanding and strategically applying effective conflict management approaches to enhance organizational effectiveness.

The implications of the findings extend beyond ADNOC, offering valuable insights for organizations across industries. Organizations that navigate conflict adeptly and foster a culture where appropriate conflict management styles are applied strategically are more likely to benefit from improved collaboration, constructive engagement, and organizational synergy. Furthermore, this study emphasizes the need for a tailored approach to conflict management. Since no two organizations are identical, it is essential to align conflict resolution strategies with the specific characteristics of each organizational context. The success of such strategies depends on their ability to resonate with the unique demands of the industry, the intricacies of the organizational structure, and the distinct attributes of the workforce.

In a world where the dynamism of organizational landscapes constantly evolves, the findings of this study call for organizations to treat conflict management as a proactive and integral component of their strategic operations. By embracing effective conflict management, organizations like ADNOC can harness the power of diverse perspectives, navigate challenges with resilience, and steer their performance trajectory towards sustained success. In conclusion, this study illuminates the intricate interrelation between conflict management styles and organizational performance, supported by robust evidence from ADNOC's context. It advocates for a nuanced understanding of this relationship and underscores the need for tailored strategies that resonate with the specific attributes of organizations.

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