



# **INFLUENCE OF CONFLICT HANDLING STYLES ON EMPLOYEES' JOB SATISFACTION**

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## ABSTRACT

Employees' job satisfaction is one of the main aspects in any kind of business, which may impact overall performance of the company. There are number of organizations which are deal with conflict handlings in day to day business life. Since there were international related researches studied the particular research area needed a clear study in Sri Lankan context. Therefore an attempt was made to identify the influence of conflict handling styles on employees' job satisfaction in top ten companies in Sri Lanka. The present study evaluated the conflict handling styles which are practiced in Sri Lanka according to Thomas-Kilman conflict handling styles (Competing, Collaborating, Compromising, Avoiding and Accommodating) and the relationship of conflict handling styles on employees' job satisfaction. Further it studied about moderating effect of demographic factors (Age, Gender, Education, and Experience) which were used to identify whether the demographic factors moderate the relationship of conflict handling style and employees' job satisfaction. Top ten companies were selected for the data collection according to "Business Today - 2015". Further for the convenience of the analysis the sample were consist of 50 managers and 250 employees by using convenient sampling technique. Primary data were gathered through providing two different set of structured questionnaires for both managers and employees from top ten companies in Sri Lanka. Questionnaires for managers were used to measure the conflict handling styles of managers while the questionnaire for employees used to measure employees' job satisfaction. SPSS 21.0 used for the data analysis. The descriptive analysis illustrates that the Accommodating and Collaborating conflict handling styles are mostly practiced by managers. Further the correlation analysis illustrates conflict handling style has the strong positive relationship with employees' job satisfaction. Therefore, a proper conflict handling style may increase the employees' job satisfaction. Further Andrew F Hayes model found the demographic factors (Age, Gender, Education, and Experience) which were not moderate the relationship of Conflict handling style and employees' job satisfaction. The research findings are satisfy with existing scholars' findings and also the study suggested certain area for the future studies.

Key words- Conflict handling style (CHS), Employees' Job satisfaction (EJS), Demographic factor