

## INVESTING WORKPLACE CONFLICT DYNAMICS, MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN PUNJAB'S AGRICULTURAL DEVELOPMENT SECTOR

Faisal Nadeem<sup>1</sup> and Nageeb Mohammed Aldawdahi<sup>2</sup>

<sup>1</sup>Institute of Agricultural Extension Education & Rural Development, University of Agriculture, Faisalabad;

<sup>2</sup>Department of Agricultural Extension and Rural Society, College of Food and Agriculture Sciences, King Saud University, P. O. Box 2460, Riyadh 11451, Saudi Arabia

\*Corresponding author: [fn.146@yahoo.com](mailto:fn.146@yahoo.com)

### ABSTRACT

Conflict in the workplace is a major factor that affects employee performance, organizational effectiveness, and a harmonious environment. This paper focuses on the nature, causes, and impacts of workplace conflict within Punjab agricultural development sector. Further, it explored the conflict management measures undertaken and their usefulnesss. A quantitative research design was used to survey 320 employees from various agricultural development organizations (including officers, supervisors, administrative staff, and field workers). The findings show that workplace conflicts mainly result from communication barriers and resource limitations. Differences in leadership styles and role ambiguity also play a significant role, but they are not the primary factors in creating workplace conflicts. Workplace conflict adversely affects all dimensions of employee performance, with job satisfaction being the most affected. Supervisory mediation, open communication, and team discussion proved to be the most effective strategies for managing workplace conflict, with avoidance styles being the least effective. These results highlight the need to embrace integrative conflict-resolution techniques, as well as to promote effective communication, leadership styles, and roles, to foster employee performance and organizational success.

**Keywords:** Workplace conflict, Performance by employees, Job satisfaction, Motivation, Agricultural development sector, and Conflict management practices

---

Article History (2025-034) || Received: 02 May 2025 || Revised: 05 Jun 2025 || Accepted: 07 Jun 2025 || Published Online: 2025

This is an open-access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

### 1. INTRODUCTION

Workplace conflict is a universal phenomenon and happens whenever persons or groups within organizations feel differences in interests, values, expectations, or goals (Rahim, 2017). It has been termed as a two-sided sword which can either break the morale of the employees affecting company performance or it can lead to a competitive environment, triggering creativity, problem solving and innovation when appropriately handled (Jehn & Bendersky, 2003). Therefore, in the management research and organizational psychology, view of conflict has changed from being a destructive factor to an inevitable feature that needs to be managed to enhance productivity in the organization (De Dreu & Gelfand, 2008). The manner in which conflict is exhibited and managed is highly influential to the outcome of employee performance and organizational success. Agricultural development sector in Punjab holds great value as it is responsible for national food security and the livelihood of a large rural population. (Government of Punjab, 2025). Agricultural development institutions (including departments of agriculture, extension agencies, and agricultural research institutions) have a central role in discovering new technologies for enhancing agricultural productivity and supporting livelihoods in the countryside. These organizations, however, are resource-poor and function under a strict bureaucratic environment in which conflicts arise that may hinder employees' productivity and organizational performance.

The causes of workplace conflict in the agricultural development institutions in Punjab include structural i.e. poor budget allocation, inadequate role delineation, and rivalry over scarce resources. These issues may create interpersonal and interdepartmental conflicts (Dana, 2020). Misunderstanding and arguments also occur due to cultural and organizational influences like hierarchies of power, classical management styles, and communication breakdown between employees (Omisore & Abiodun, 2014). Also, the employees in this field often communicate

---

**Citation:** Nadeem F and Aldawdahi NM, 2025. Investing workplace conflict dynamics, management strategies and employee performance in Punjab's agricultural development sector Scientific Records 2(2): 45-53. <https://doi.org/10.47278/journal.sr/2025.032>

with various stakeholders, including farmers, policymakers and donor agencies. This can lead to conflicting priorities and elevated stress levels. Unresolved conflicts lead to absenteeism, lower motivation, lower productivity, and staff turnover. This can undermine the ability of the sector to achieve its development goals (Saeed et al., 2014).

Conversely, conflict is not necessarily a bad thing. Researchers have underlined the distinction between task conflict, which involves disagreements about the work itself or work procedures and relationship conflict, which pertains to incompatibility and emotional tensions between people (Jehn, 1995). Although relationship conflict is usually noted to be linked to poor job satisfaction and stress, a moderate degree of task conflict can lead to increased creativity and decision-making as employees become open-minded to other viewpoints (De Dreu & Weingart, 2003). This indicates that the real dilemma facing managers in the Punjab agricultural sector is not how to get rid of conflict, but to focus more on the positive side of conflict and limit its negative effects.

Although there is a growing body of literature on conflict in organizations, much of the research to date has focused on corporate, industrial, or service-based sectors (DeChurch, Mesmer-Magnus, & Doty, 2013). The relative lack of scholarly focus on agriculture-related organizations in developing countries is interesting, as sociocultural conditions, values, and institutional frameworks in these nations may shape the forms conflict may take. For example, there may be a bureaucratic chain of command and political influence within state-owned institutions in Pakistan, which increases workplace tensions, decreasing efficiency and employee morale (Khilji, 2004). Institutionalized bureaucratic culture, combined with resource scarcity and immense external demands, is the enabling condition under which conflict is nearly inevitable but poorly handled within the agricultural development institutions of Punjab.

One of the most important variables in this respect is employee performance. Performance is not restricted to the accomplishment of the tasks set but also to the quality, efficiency, and creativity with which employees deliver towards brand goals (Armstrong & Taylor, 2020). In agricultural development, the performance of employees directly affects the success of extension programs, the spread of agricultural innovations, and the achievement of rural development targets. When conflict is poorly managed, it can demotivate employees and lead to a lack of cooperation, with far-reaching adverse implications for food security and economic growth. On the other hand, creating a workplace that is conducive to conflict management will help solve problems, promote innovation, and build resilience within the organization.

Globalization, climatic issues and technological advances that change the requirements for the activities of development organizations and their officers also transform the agricultural sector of Punjab (FAO, 2021). Agricultural research institutions and extension services are being pressed to deliver results on sustainable agriculture, climate adaptation, and rural livelihoods. The pressure in this space may fuel workplace conflict, especially when employees' responsibilities exceed the resources and support provided by the organization (Iqbal, Anwar, & Haider, 2015). The inability to address the identified conflicts can negatively affect employee performance and the sector's ability to address emerging challenges.

The value of researching conflict in the Punjab agricultural development sector is both theoretical and practical. In theory, it contributes to the conflict management and organizational behavior literature by advancing understanding of a little-studied environment. Practically, it offers knowledge that policymakers, administrators, and managers can use to promote efficiency and service delivery in their organizations by navigating internal conflicts. Omisore and Abiodun (2014) note that conflict management is key to employee loyalty and the achievement of organizational objectives. The current study is therefore aimed at exploring key factors causing workplace conflict in the agricultural sector, examining the relationship between workplace conflict and employee performance with reference to productivity, job satisfaction, motivation, and commitment, and discovering the current conflict management solutions adopted and their effectiveness in reducing tensions at work.

## 2. MATERIALS AND METHODS

### 2.1. Research Design

The research design used in this study was a quantitative, descriptive, and explanatory one to examine the nature of workplace conflict, its causes, and its consequences for employees in the Punjab Agricultural Development Sector. The quantitative strategy was selected due to the ability to systematically measure variables and statistically analyze the relations between performance and conflict (Creswell, 2014). The descriptive design was useful in determining the nature and cause of conflicts, whereas the explanatory design helped determine the degree to which workplace conflicts affect productivity, motivation, job satisfaction, and organization, in general (Saunders, Lewis, & Thornhill, 2019).

### 2.2. Population and Sampling

The target population was employees of agricultural development in the province of Punjab, including officers,

supervisors, administrative staff, and field workers. Unlike other studies, the population was heterogeneous in terms of roles and thus stratified random sampling was used to get an adequate representation of each subgroup (Etikan & Bala, 2017). The sample size was achieved through the use of Krejcie and Morgan (1970) sample size determination table, which indicated a sample size of 320 respondents to ensure statistical validity, considering that the population is composed of several thousand. This was sufficient to obtain generalizability and reduce the sampling error (Sekaran & Bougie, 2019).

### 2.3. Data Collection

Both primary and secondary data were collected for this study. For primary data collection, a structured questionnaire was developed, divided into five sections aligned as per the research objectives. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used for measurement, as it was widely accepted in organizational research for assessing attitudes and perceptions (Joshi, Kale, Chandel, & Pal, 2015). Further, secondary sources such as government reports, organizational records, policy documents, and previous studies were used to contextualize findings.

To ensure the validity and reliability of the research instrument, the questionnaire was pre-tested with 30 respondents to refine ambiguous items and improve clarity (Connelly, 2008). Subject matter experts in organizational behavior and agricultural management reviewed the instrument for relevance and comprehensiveness (Polit & Beck, 2012).

### 2.4. Pilot Testing

#### 2.4.1. Content Validity: Data Analysis

Data was analyzed using Statistical Package for Social Sciences (SPSS), employing descriptive Statistics (mean, frequency, standard deviation) to explore the types and causes of conflict, correlation Analysis to examine the relationships between workplace conflict and employee performance variables (Pallant, 2020), and Multiple Regression Analysis to assess the predictive impact of workplace conflict factors on employee outcomes such as productivity, satisfaction, and morale.

#### 2.4.2. Ethical Considerations

This study was conducted in accordance with ethical research standards. Participation was voluntary, and respondents were informed about the study's purpose, ensuring informed consent (Bryman, 2016).

## 3. RESULTS AND DISCUSSION

### 3.1. Demographic characteristics

Table 1 shows the demographic characteristics of the respondents and indicates that most of the survey participants were male (65.6 percent), whereas female respondents accounted for 34.4 percent. This gender inequity indicates the male-dominated culture in the agricultural development sector in Pakistan, where women are underutilized and retain a comparatively low representation because of the social and cultural restrictions that are placed on women (Khan, 2019; Shahbaz et al., 2021).

**Table 1:** Demographic Characteristics of Respondents (n = 320)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	210	65.6
	Female	110	34.4
Age (years)	21–30	78	24.4
	31–40	102	31.9
	41–50	85	26.6
	Above 50	55	17.2
Education Level	Primary/Middle	46	14.4
	Matric/Intermediate	112	35.0
	Graduate	97	30.3
	Postgraduate and above	65	20.3
Job Position	Field Worker	98	30.6
	Supervisor/Officer	136	42.5
	Administrative Staff	50	15.6
	Managerial/Executive	36	11.3
Years of Experience	Less than 5 years	88	27.5
	6–10 years	104	32.5
	11–15 years	76	23.8
	More than 15 years	52	16.2

Regarding age, 31.9 percent of the respondents were in the 31-40 years age bracket, followed by 41-50 years and 21-30 years (26.6 and 24.4 percent, respectively). Respondents above the age of 50 years were 17.2%. This suggests that the labour force of the Punjab agricultural development industry is dominated by young and middle-aged employees, who are more susceptible to organizational demands but may also be at risk of environmental stressors and interpersonal conflicts at the workplace (Iqbal, 2020). Regarding education, most respondents had attained at least matriculation or intermediate level (35.0 %), followed by graduates (30.3 %) and postgraduates (20.3 %), with only 14.4 % claiming to be educated up to primary or middle division. This indicates an increased dependence of the sector on better-educated employees, which carries both performance implications (in most instances, the better educated employees possess superior communication and problem-solving skills) and conflict implications (in most instances, better-educated individuals have higher expectations and experience intra-role conflicts), as well. Regarding the job title, the largest proportion of the respondents belongs to supervisors/officers (42.5%), followed by field workers (30.6%), administrative staff (15.6%) and managerial/executives (11.3%). Such a distribution indicates that workplace conflict might not concentrate solely at the executive level, but also at the supervisory and field levels, as employees at these levels become directly involved in resource allocation, monitoring, and the day-to-day functioning of the business sphere. These spheres tend to generate conflict (Jehn & Bendersky, 2003). The work experience analysis shows that 32.5 percent had 6-10 years of work experience, 27.5 percent had less than 5 years, 23.8 percent had 11-15 years, and 16.2 percent had more than 15 years. This is representative of a healthy mix of young and older workers. Prior research has indicated that conflict can emerge, particularly around power, with less experienced workers reporting higher stress due to role ambiguity than senior workers, who may be trapped in conflicts over authority, decision-making, and organizational change (Rahim, 2011).

The above demographic factors play a significant role in gaining insight into the complexities of workplace conflict and its effects on employee performance, based on an employee's perception and reaction to a state of conflict characterized by gender, age, education, position, and experience (De Dreu & Gelfand, 2008).

### 3.2. Nature and Types of Workplace

Table 2 presents the analysis of the nature and types of workplace conflicts within Punjab's agricultural development sector. The findings are categorized into three major dimensions: interpersonal conflict, intergroup conflict, and organizational conflict.

**Table 2:** Nature and Types of Workplace Conflicts in Punjab's Agricultural Development Sector (n = 320)

Type of Conflict	Indicators	Mean	SD	Level of Agreement (% Agree/Strongly Agree)
Interpersonal Conflict	Disagreements between employees over work tasks and responsibilities	3.82	0.94	68.5%
	Personality clashes and lack of cooperation among colleagues	3.76	1.02	65.9%
	Communication problems between individuals	3.91	0.88	71.2%
Intergroup Conflict	Tensions between different departments/teams over resources	3.68	0.97	62.7%
	Competition for recognition or rewards among groups	3.74	0.92	64.4%
	Lack of coordination between field staff and administrative units	3.88	0.89	69.1%
Organizational Conflict	Role ambiguity and unclear job expectations	3.95	0.91	73.4%
	Conflict due to leadership style and decision-making	3.82	0.95	68.0%
	Resource allocation issues (budget, equipment, manpower)	3.97	0.87	74.1%
	Policy or procedural conflicts within the organization	3.84	0.93	67.6%

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The findings indicate that interpersonal conflicts are relatively common, as there are high mean scores on the communication issues (M = 3.91, SD = 0.88) and clashes over assignments and duties (M = 3.82, SD = 0.94). Approximately 71.2 percent of the respondents agreed that poor communication plays a key role in creating conflicts between people. This finding is consistent with the literature, which indicates that communication barriers are cited as one of the most common sources of workplace disputes in government and other public institutions (Rahim, 2011; Jehn & Bendersky, 2003). Personality differences and in-cooperation were also reported among 65.9 percent of the workers, further indicating that clashes in personality contribute to workplace tension, which can affect teamwork and productivity. Regarding the intergroup conflict, conflict between other departments and teams was also observed, especially between field staff and administrative units (M = 3.88, SD = 0.89; 69.1% agreement). About 62-65 percent agreement was also observed in conflicts over recognition, rewards, and resource allocation.

**Citation:** Nadeem F and Aldawdahi NM, 2025. Investing workplace conflict dynamics, management strategies and employee performance in Punjab's agricultural development sector *Scientific Records* 2(2): 45-53. <https://doi.org/10.47278/journal.sr/2025.032>

Overall, findings indicate that there is a tendency in the agricultural development sector of Punjab for group-level conflicts to be associated with resource dependence and competition, as has been shown in similar research on disputes in organizations in developing economies (De Dreu & Gelfand, 2008).

Organizational conflict category was found to have the greatest prevalence of conflict. Respondents reported that the biggest sources of conflict included resource allocation issues in terms of budget, manpower and equipment shortages ( $M = 3.97, SD = 0.87; 74.1\%$  agreement). Summarizing all of these issues, there were also high scores for role ambiguity and unclear expectations ( $M = 3.95, SD = 0.91; 73.4\%$  agreement), indicating weaknesses in the sector's structural aspects of management. Styles of leadership and decision-making behavior were reported as a source of conflict ( $M=3.82, SD=0.95$ ), attributed to hierarchical relations typical of bureaucratic institutions (Ahmed & Nawaz, 2015). The statistics show that organizational conflicts mainly involve resource distribution and role ambiguity within an organization, rather than interpersonal and intergroup conflicts. This is in line with the conflict management theory offered by Rahim (2011). Since efficiency at work and job satisfaction are heavily dependent on how clearly the roles are defined and to what extent resources are distributed equitably (Jehn & Bendersky, 2003; Iqbal, 2020), the observation provides further reasons why more conflict management interventions are needed in the Punjab agricultural development sector with regard to organizational policies and the practices of leadership.

### 3.3. Relationship among Workplace Conflict and Employee Performance Dimensions

Table 3 illustrates the correlation between workplace conflict and other employee performance dimensions, such as productivity, job satisfaction, motivation and commitment. All the results show significant negative patterns between workplace conflict and the four performance measures. The strongest negative correlation is between workplace conflict and job satisfaction ( $r = -0.516, p < 0.01$ ), followed by the correlation between workplace conflict and productivity ( $r = -0.482, p < 0.01$ ). This means that the greater workplace conflict, the less job satisfaction and productivity. In a similar manner, conflict is negatively related to both motivation ( $r = -0.437, p < 0.01$ ) and organizational commitment ( $r = -0.469, p < 0.01$ ), indicating that the existence of conflict decreases employee enthusiasm and dampens their attachment to the organization. These observations are in line with previous studies that emphasize that unresolved conflict results in stressful working conditions, erodes trust, and facilitates poor employee performance outcomes (Rahim, 2011; Jehn and Bendersky, 2003).

**Table 3:** Correlation between Workplace Conflict and Employee Performance Dimensions (n = 320)

Variables	1	2	3	4	5
1. Workplace Conflict	1				
2. Productivity	-0.482 ( $p < 0.01$ )	1			
3. Job Satisfaction	-0.516 ( $p < 0.01$ )	0.622 ( $p < 0.01$ )	1		
4. Motivation	-0.437 ( $p < 0.01$ )	0.578 ( $p < 0.01$ )	0.601 ( $p < 0.01$ )	1	
5. Commitment	-0.469 ( $p < 0.01$ )	0.554 ( $p < 0.01$ )	0.589 ( $p < 0.01$ )	0.603 ( $p < 0.01$ )	1

Note: Pearson correlation coefficients reported.  $p < 0.01$  indicates statistically significant relationships.

The analysis indicates that each of the four dimensions of performance is positively and significantly related to the others. For example, job satisfaction is highly related to productivity ( $r = 0.622, p < 0.01$ ) and motivation ( $r = 0.578, p < 0.01$ ), indicating that gains in one performance area enhance the others. This trend substantiates the argument made by researchers that conflict is a disruptive mechanism across various aspects of employee performance and that peaceful resolution of conflicts contributes to overall organizational performance (De Dreu & Gelfand, 2008; Meyer & Allen, 1997). In the agricultural development sector in Punjab, where collaboration, coordination, and resource allocation play a very important role, workplace conflict should be minimized to maintain productivity, morale, and long-term workforce commitment.

### 3.4. Causes of Workplace Conflict

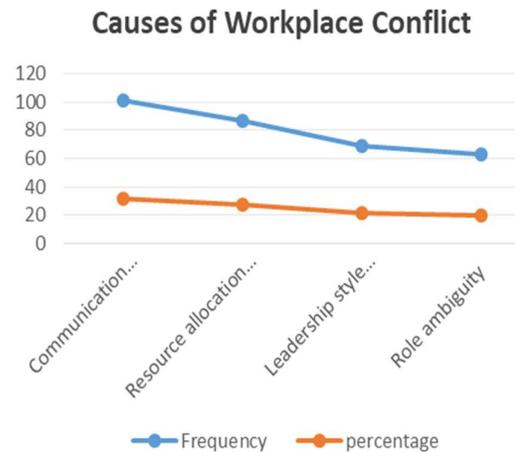
As shown in Table 4, work issues are the leading causes of conflict in the Punjab agricultural development sector. The results indicate that communication barriers were the most prominent source (31.6%,  $M = 3.92$ ) of tension as mediated by the factors of unclear instructions, lack of feedback and ineffective information flow. This is in line with previous studies, which cite poor communication as one of the most common causes of workplace disagreement, which in most cases results in a lack of understanding and tense relationships between the parties involved (Bodtker & Jameson, 2001; Hinds & Mortensen, 2005). The second highest response was resource

allocation issues (27.2%, M = 3.74), indicating that free access to scarce financial, technical, or material resources is a potential source of frustrations and conflicts. This observation lends credence to Rahim (2011), who observed that when resources are meager, workers are likely to feel that there is an unfair allocation, which escalates workplace disagreement and poor teamwork.

**Table 4:** Major Causes of Workplace Conflict in Punjab’s Agricultural Development Sector (n = 320)

Causes of Workplace Conflict	Frequency (%)	Mean Score	Std. Deviation	Rank
Communication barriers	101 (31.6%)	3.92	0.86	1
Resource allocation issues	87 (27.2%)	3.74	0.91	2
Leadership style differences	69 (21.6%)	3.51	0.97	3
Role ambiguity	63 (19.6%)	3.34	1.02	4

Besides, there are differences in leadership styles (21.6%, M = 3.51) and role ambiguity (19.6%, M = 3.34), which rank as the other key conflict drivers, though of a smaller degree. Authoritarian or inconsistent leadership practices would be dissatisfying to subordinates and would lessen trust among both employees and supervisors (Giebels & Janssen, 2005). On the same note, job ambiguity and job overlaps lead to confusion, stress and conflicts among staff that further discourage efficiency and cooperation. This supports a thesis of conflict theories, such as that propounded by Jehn (1995), which suggests that uncertainty over tasks and leadership inconsistencies are major spurring factors of conflict in organizations. The results presented graphically in Fig 1 imply that clarifying job roles, improving communication, ensuring an equitable distribution of resources, and adopting the practices of good leaders could be more effective solutions to reduce the degree of conflict and increase the efficiency of the agricultural development sector in Punjab.



**Fig 1:** Causes of Workplace Conflict.

**3.5. Regression Analysis**

Table 5 presents the regression analysis findings on the influence of workplace conflict on four employee-relevant outcomes: productivity, job satisfaction, motivation, and commitment. All the values show the same direction of relationship between workplace conflict and employee performance outcomes, which is negative and significant in nature, and indicates that elevated job conflict is related to diminished performance measures. In particular, workplace conflict was identified to be the most negative predictor of job satisfaction (beta = -0.524, p < .001, R<sup>2</sup> = 0.275), indicating almost 28 percent variation. This means that workplace conflicts significantly decrease employees’ job satisfaction, probably by increasing their stress levels, worsening interpersonal relations, and eroding trust in the organization. Equally, conflict revealed a significant negative effect on staff dedication (β = 0.471, p < .001, R<sup>2</sup> = .222), meaning that the absence of conflict resolution deters the level of worker loyalty and engagement in their institutions.

**Table 5:** Regression Results Effect of Workplace Conflict on Employee Outcomes (n = 320)

Dependent Variable	Independent Variable	β (Standardized)	SE (β)	T	p-value	R <sup>2</sup>
Productivity	Workplace Conflict	-0.468	0.052	-8.99	< .001	0.219
Job Satisfaction	Workplace Conflict	-0.524	0.050	-10.48	< .001	0.275
Motivation	Workplace Conflict	-0.439	0.049	-8.96	< .001	0.193
Commitment	Workplace Conflict	-0.471	0.047	-10.02	< .001	0.222

Moreover, regression findings also show that workplace conflict plays a huge role in decreasing productivity (beta = -0.468, p < .001, R<sup>2</sup> = .219) and motivation (beta = -0.439, p < .001, R<sup>2</sup> = .193), both of which are significant contributors to organizational effectiveness and sustainability. These results align with previous research, which shows that workplace conflict adversely impacts performance, morale, and satisfaction across industries (De Dreu & Weingart, 2003; Rahim, 2011). Conflict management appears to have a negative impact not only on individual effectiveness but also on team motivation and commitment, thereby jeopardizing overall organizational behavior in agricultural development organizations, where teamwork and cooperation are most desired. This underlines the need to develop viable operational mechanisms of managing conflict to ensure the maintenance of employee welfare and productivity in the sector.

**Citation:** Nadeem F and Aldawdahi NM, 2025. Investing workplace conflict dynamics, management strategies and employee performance in Punjab’s agricultural development sector *Scientific Records* 2(2): 45-53. <https://doi.org/10.47278/journal.sr/2025.032>

### 3.6. Conflict Management Strategies and Their Perceived Effectiveness

Table 6 presents the conflict management techniques currently used in the agricultural development sector in Punjab and how well they help reduce workplace tensions. As shown in the results, the most commonly used method was mediation through supervisors (28.8%) and was rated as the most effective ( $M = 3.89$ ,  $SD = 0.82$ ). This observation implies that supervisors' mediation of conflicts will build trust, enhance communication, and minimize performance interference. Prior studies substantiate this position and demonstrate that efficient supervisor mediation is positively correlated with employee motivation, productivity, and job satisfaction (Rahim, 2011; Al-Hamdan et al., 2019). Another highly rated category was treating and healing through team meetings and open discussions (26.6%,  $M = 3.74$ ). Inclusion and commitment are essential for maintaining continuity in collaboration and long-term organizational performance, and they can be easily achieved through open dialogue (Jehn, 1995).

**Table 6:** Conflict Management Strategies and Their Perceived Effectiveness in Punjab's Agricultural Development Sector (n = 320)

Conflict Management Strategy	Frequency (%)	Mean Effectiveness Score	Std. Deviation	Rank
Mediation by supervisors	92 (28.8%)	3.89	0.82	1
Team meetings & open discussion	85 (26.6%)	3.74	0.91	2
Formal grievance procedures	56 (17.5%)	3.42	0.95	3
Informal negotiation among peers	48 (15.0%)	3.21	1.02	4
Avoidance (ignoring conflict)	39 (12.1%)	2.48	1.10	5

On the contrary, formal grievance procedures (17.5%,  $M = 3.42$ ) and informal negotiation/negotiating with peers (15.0%,  $M = 3.21$ ) were moderately frequent and effective. Despite this, the highest-scoring effectiveness score ( $M = 2.48$ ,  $SD = 1.10$ ) reflects the use of avoidance (12.1%), which escalates rather than relieves conflict. Earlier studies have shown that avoidance mechanisms tend to result in long-term displeasure and a lack of harmony in the organization (De Dreu & Gelfand, 2008). On the whole, the findings indicate that agricultural entities should enhance the integrative conflict management processes, including supervisory mediation and open dialogue, as they are more effective as compared to passive or avoidance-based styles (Rahim, 2011; Tjosvold, 2008).

## 4. CONCLUSION

It was observed that the nature and causes of workplace conflict were based on the impact of employee performance in the agricultural development sector in the State of Punjab, and on the strategies implemented to address workplace problems. The evidence indicates that workplace conflict is a major contributor to employee outcomes, as it negatively affects productivity, job satisfaction, motivation, and organizational commitment. The most prominent key causes were communication barriers and resource allocation issues, followed by leadership style differences and role ambiguity. Further, organizational inefficiencies and a lack of understanding between people have been identified as the primary causes of conflict, which aligns with previous studies on conflict and organizational behavior. The research also concluded that conflict management strategies are highly significant in averting these adverse effects. Supervisory mediation, team meetings and open discussion are the most effective interventions, whereas avoidance and informal discussion between peers are the least effective. These observations indicate that the application of proactive and inclusive approaches may enhance the performance of employees, their commitment, and output. There is a need to organize effective communication mechanisms, judicial resource allocation, role clarity, and a dynamic conflict management system to enhance the performance of organizations in a sustainable way.

### Declarations

**Funding:** This study was conducted without financial support from any public, commercial, or non-profit funding bodies.

**Conflicts of Interest:** The authors report no conflicts of interest.

**Data Availability:** The data supporting the findings of this study are available from the corresponding author upon reasonable request.

**Ethics Statement:** The study involving human participants was reviewed and approved by the Institute of Agricultural Extension, Education, and Rural Development, University of Agriculture, Faisalabad. All research

procedures complied with relevant institutional and local ethical standards, and written informed consent was obtained from all participants before participation.

**Authors' Contributions:** Faisal Nadeem was responsible for the study conceptualization, methodology design, data collection, formal data analysis, Nageeb Mohammed Aldawdahi; preparation of the original draft, and manuscript review and editing.

**Generative AI Statement:** The authors declare that no generative artificial intelligence tools, including DeepSeek, were used in the preparation of this manuscript.

**Publisher's Note:** The views and claims expressed in this article are solely those of the authors and do not necessarily reflect those of the publisher, editors, reviewers, or their affiliated organizations. The publisher does not guarantee or endorse any product evaluated or claim made by its manufacturer.

## REFERENCES

- Ahmed, S., & Nawaz, M. M. (2015). Impact of organizational conflict on employee job performance: An empirical study of private universities of Pakistan. *International Journal of Management and Organizational Studies*, 4(1), 43–54.
- Al-Hamdan, Z., Nussera, H., & Masa'deh, R. (2019). Conflict management styles and its impact on staff nurses' turnover intention. *International Journal of Nursing Studies*, 92, 30–36. <https://doi.org/10.1016/j.ijnurstu.2018.12.013>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Bodtker, A. M., & Jameson, J. K. (2001). Emotion in conflict formation and its transformation: Application to organizational conflict management. *International Journal of Conflict Management*, 12(3), 259–275. <https://doi.org/10.1108/eb022856>
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, 17(6), 411–412.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Dana, D. (2020). *Conflict resolution*. McGraw-Hill.
- De Dreu, C. K. W., & Gelfand, M. J. (2008). *The psychology of conflict and conflict management in organizations*. Lawrence Erlbaum Associates.
- De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, 88(4), 741–749. <https://doi.org/10.1037/0021-9010.88.4.741>
- DeChurch, L. A., Mesmer-Magnus, J. R., & Doty, D. (2013). Moving beyond relationship and task conflict: Toward a process-state perspective. *Journal of Applied Psychology*, 98(4), 559–578. <https://doi.org/10.1037/a0032896>
- Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), 00149. <https://doi.org/10.15406/bbij.2017.05.00149>
- Food and Agriculture Organization. (2021). *Transforming food and agriculture to achieve the SDGs*. FAO.
- Giebels, E., & Janssen, O. (2005). Conflict stress and reduced well-being at work: The buffering effect of third-party help. *European Journal of Work and Organizational Psychology*, 14(2), 137–155. <https://doi.org/10.1080/13594320444000236>
- Government of Punjab. (2025). *Punjab agriculture statistics report*. Department of Agriculture, Punjab.
- Hinds, P. J., & Mortensen, M. (2005). Understanding conflict in geographically distributed teams: The moderating effects of shared identity, shared context, and spontaneous communication. *Organization Science*, 16(3), 290–307. <https://doi.org/10.1287/orsc.1050.0122>
- Iqbal, A., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, 5(5), 146–151. <https://doi.org/10.4172/2223-5833.1000146>
- Iqbal, M. (2020). Human resource challenges in Pakistan's agricultural sector. *Pakistan Journal of Agricultural Sciences*, 57(2), 221–229. <https://doi.org/10.21162/PAKJAS/20.8903>
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40(2), 256–282. <https://doi.org/10.2307/2393638>
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict–outcome relationship. *Research in Organizational Behavior*, 25, 187–242. [https://doi.org/10.1016/S0191-3085\(03\)25005-X](https://doi.org/10.1016/S0191-3085(03)25005-X)
- Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert scale: Explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396–403. <https://doi.org/10.9734/BJAST/2015/14975>
- Khan, N. (2019). Gender disparities in agricultural employment in Pakistan: A sociological perspective. *Journal of Rural Development and Agriculture*, 4(1), 11–19.
- Khilji, S. E. (2004). Whither tradition? Evidence of generational differences in HR satisfaction from Pakistan. *International Journal of Cross Cultural Management*, 4(2), 141–156. <https://doi.org/10.1177/1470595804044755>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
- Omisore, B. O., & Abiodun, A. R. (2014). Organizational conflicts: Causes, effects and remedies. *International Journal of Academic Research in Economics and Management Sciences*, 3(6), 118–137. <https://doi.org/10.6007/IJAREMS/v3-i6/1351>
- Pallant, J. (2020). *SPSS survival manual* (7th ed.). McGraw-Hill Education.

**Citation:** Nadeem F and Aldawdahi NM, 2025. Investing workplace conflict dynamics, management strategies and employee performance in Punjab's agricultural development sector. *Scientific Records* 2(2): 45-53. <https://doi.org/10.47278/journal.sr/2025.032>



- Polit, D. F., & Beck, C. T. (2012). *Nursing research: Generating and assessing evidence for nursing practice* (9th ed.). Wolters Kluwer Health.
- Rahim, M. A. (2011). *Managing conflict in organizations* (4th ed.). Transaction Publishers.
- Rahim, M. A. (2017). *Managing conflict in organizations* (4th ed.). Routledge.
- Saeed, T., Almas, S., Anis-ul-Haq, M., & Niazi, G. S. K. (2014). Leadership styles: Relationship with conflict management styles. *International Journal of Conflict Management*, 25(3), 214–225. <https://doi.org/10.1108/IJCM-12-2012-0091>
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach* (8th ed.). Wiley.
- Shahbaz, B., Ali, T., & Suleri, A. Q. (2021). Women's participation in agriculture and rural development: Evidence from Pakistan. *Journal of International Women's Studies*, 22(5), 45–59.
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29(1), 19–28. <https://doi.org/10.1002/job.473>