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The Impact of Interpersonal Conflicts on Job Depression and Turnover Intention: The Mediating Role of Employer Attitude

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ABSTRACT: The current study aims to explore the influence of interpersonal conflicts at the workplace on job depression and turnover intention. To meet the respective research aim, the current study collected data through an online survey. The study relied on primary data collection by considering 215 employees working in different banks in Pakistan. The direct effects of the structural equation modeling revealed that changes in interpersonal conflicts are responsible for around 41.9%, 15.4%, and 15.8% variations in job depression, turnover intention, and organizational prestige. The findigs of current study showed that interpersonal conflict positively influences job depression and turnover intention at a 10% significance level while negatively influence the organizational presitge at 5% significance level. The employer attitude towards conflict management significantly reduces the job depression and turnover intention. The mediation results suggested that employer attitude significantly improves the orgnaizational prestige through reducing the interpersonal conflicts in the orgnaization. For achieving higher organizational growth and performance, organization need to promote merit based culture, encourage employee frankly policies, and reduce favoritism.

KEYWORDS: Interpersonal Conflicts, Job Depression, Turnover Intention, Organizational Prestige, Employer Attitude, Structural Equation Modeling.

CHAPTER 1: INTRODUCTION

Interpersonal conflicts at the workplace can be defined as any type of conflict in the workplace involving two or more people (Fatima, Impact of Workplace Ostracism on Counter Productive Work Behaviors: Mediating Role of Job Satisfaction, 2020). People have different expectations, attitudes, personalities, and values towards problem-solving, therefore it can be stated that conflicts are a natural outcome of human interaction and dealing with others (Omokeji, Adelaja, and Modojutmi, 2020). In broad terms, (Jerng, et al., 2017) exclaimed those conflicts among employees happen when two or more employees disagree that may be argumentum or non-verbal. Certain factors significantly promote interpersonal conflicts such as organizational change, threats to status, lack of trust, religious issues, personality clashes, racial discrimination, political system, etc. (Gries and Muller, 2020). Poor conflict management in organizations promotes emotional responses such as anxiety, anger, and depression, etc. For any organizational success, employees must perform better, but interpersonal conflicts negatively influence the job performance of employees (Goswami, 2015).

To achieve organizational goals and success, it is important that employees can work efficiently with higher productivity(Zawawi, et al., 2020). But the interpersonal conflicts in an organization significantly reduce the efficiency and productivity of the employees with a strained relationship, litigation, grievances, and employee turnover (Coetzee and van-Dyk, 2018). An employee or worker who is suffering conflicts with the employer or his coworker loss their job concentrations, which directly affect the job performance of the individual and significantly influence the interpersonal interest of employees and organization. Additionally, the conflicts in an organization can create distractions, which require effort and time to resolve that may lead to delay task completion and teams' goals (Soler, 2019).

Interpersonal conflicts promote depression because employees who have higher stress in the workplace feel not comfortable that leads to mental disability of the employees. Interpersonal conflicts are pervasive stressor or simply causal reason of work depression,

which represents the extent to which the workplace observe negative charged social relationships and interactions with coworkers(Rasool, Wang, Zhang, and Samma, 2020). Additionally, interpersonal conflicts have been observed to positively influencing the turnover intention in an organization. Zawawi et al. (2020) highlighted six key factors that certainly influence the turnover intention of employees and he stressed colleague relation as one of the key factors. The higher turnover ratio in an organization indicates the poor management and misbehavior of the workplace environment.

Ehsan and Ali (2019) argued that in Pakistan the employees mostly face high depression and higher turnover ratio even in some organization this is more than 11%. Fatima (2016) highlighted root cause of job depression and turnover ratio stating that most of the employees in organization have least job satisfaction that mostly arises because of personal conflicts. This means interpersonal conflict promote tense environment in the workplace and employee feel depressed and always think about leving the organization. Every organization is seeking higher prestige and value; therefore, the positive work environment plays a significant and key role in the organizational advertisement (Hassan and Husain, 2020). Poor work-related psychological states and attitudes like emotional exhaustion, job dissatisfaction, organizational commitment, turnover intention, and negative emotions of employees demoralize the publicity and marketing of an organization (Jalagat, 2019). Therefore, organizations always seek to promote a frank environment with the least interpersonal conflicts, lower job depression, lower turnover intentions to gain higher publicity, and positive marketing of the organization.

Mostly organizations are setup to meet specific goals and objectives (Nawaz and Koc, 2018). To reach the specific organizational goal, human resources (employees) play an important role. Respect, passion, understanding, commitment, merit-based decision, sincerity, and promotions, etc play a significant role to encourage and increase the efficiency and productivity of the employees (Pawirosumao, Sarjana, and Muchtar, 2017). Sometimes, there arise external and internal conflicts, which certainly affect both individual performance and organizational prestige and reputation (Deshpande, 2019). Therefore, is it much needed to explore the relationship between interpersonal conflicts, job depression, turnover intention, and organizational prestige? The findings of the current study will help the organizations to adopt policies like control over the organization, control over the employee, etc, to promote the organizational goal and objectives rather than get engage with interpersonal conflicts in the organization. The current study will also give comprehensive recommended policies that how an organization can reduce interpersonal conflict through encouraging positive attitude and behavior of the human resource management (dealing with human resources) in an organization. The first section of the current study briefly highlighted the importance and background of research topic. The second chapter elaborates the contribution of previous studies on the research topic and research problem. The research methodology current study followed is discussed in chapter three. The data analysis of current study has been carried out in chapter four. The last chapter of the current study concludes the study with policy recommendations and limitation of the current study.

CHAPTER 2: RESEARCH METHODOLOGY

Since the current study aimed to explore the influence of interpersonal conflicts on different organizational factors, where the hypothesis of the study are pre determined and the study is going to test during the research process. Therefore, the current study relies on deductive research approach because the phenomenon (concepts) of the considered variables and related theory or pre-determined, and there exists a bundle of literature on the existing theory and variables. Therefore, the deductive research approach is suitable to carry the current study.

There are three types of research methodologies in social sciences that are quantitative, qualitative, and mixed research (McCusker & Cunaydin, 2015). Quantitative research depicts the numerical and quantitative data where the constructs and data are represented in measurable quantities and units (Barcla, et al., 2017). Quantitative research is useful because it provides less personal interference, less bias, limited budget, and timesaving (McCusker & Cunaydin, 2015). The data can be collected through the online survey, field studies, and close-ended questionnaire. In contrast, qualitative research works are associated with non-numerical data, where the authors rely on observations, open-ended questionnaires (responses), or interviews. Qualitative research provides useful and more in-depth information about the research problem, but it is considered time-consuming, high financial assistance, and advances knowledge (Barcla, et al., 2017). The mixed research methods have both features of qualitative and quantitative research methods, which make it easier for researchers to make a brief insight into specific research.

Since, the current study is considering making an empirical investigation to know the relationship between interpersonal conflict, job depression, turnover intention, and organizational prestige with mediating effects of employer attitude. Therefore, the quantitative

research method best suits the current study because it helps to meet the respective research objectives most easily with a maximum number of participants to be involved in data collection.

CHAPTER 3: ANALYSIS AND RESULT DISCUSSION

3.1: Frequency Distribution of Demographic Features

From the below table, the maximum number of participants who participated in the survey were the employees of Islamic Bank i.e. 54 participants that are around 25% of total observation. The second-highest numbers of participants were employees of Habib Bank Limited having 35 participants or 16.3% of total participants. The lowest numbers of participants were those who are working in the National Bank of Pakistan has only 5.6% shares of total participants followed by Askari Bank has only 6.5% of total participants.

Table 1: Number of Participants According to Bank's

	Frequency	Percent	Valid Percent	Cumulative Percent
ABL	17	7.9	7.9	7.9
ASK Bank	14	6.5	6.5	14.4
Bank Al-Falah	21	9.8	9.8	24.2
HBL	35	16.3	16.3	40.5
Islamic Bank	54	25.1	25.1	65.6
MBL	15	7.00	7.00	72.6
NBP	12	5.6	5.6	78.1
UBL	47	21.9	21.9	100
Total	215	100	100	

Distributing the participants according to gender, the below figures depict that around 62% of participants are male respondents while 38% of the participants were female. The age distribution suggests that the maximum age group of the participants fall in the age category 31 to 40 years having a share of around 39% followed by the participants in the age group 20 to 30 years that have an average share of 28.4%.

Table 2: Participants Experience Current Organization, Total Experience, and Working with Current Supervisor

Working in Current Organization		
	Frequency	Percent
Less than 6 Months	16	7.4
6 Months to 1 Year	44	20.5
1 to 2 Years	68	31.6
2 to 3 Years	64	29.8
More than 3 Years	23	10.7
Total Experience		
1 to 3 years	27	12.6
3 to 5 years	36	16.7
5 to 7years	100	46.5
More than 7 years	52	24.2
Working with Current Supervisor		
Less than 6 months	39	18.1
6 months to 1years	77	35.8
1 to 2years	50	23.3
2 to 3 years	49	22.8
More than 3 Years	0	0

From the experience table, the maximum number of employees working with the current organization is recorded as 1 to 2 years having a share of 31.6% followed by the employees having 2 to 3 years experience. The total experience suggests that around 46.5% of employees have experienced between 5 to 7 years followed by more than 7 years experience of the employees. The maximum frequency for working with the current supervisor or bank manager is recorded 6 months to one year, which has a share of around 35.8% followed by the employees having 1 to 2 years and 2 to 3 years working experience with the current supervisor.

3.2: Reliability Statistics

The Cronbach's alpha value usually greater than 0.6 is considered as highly reliable data showing higher internal consistency among the scales used in the current study (Adamson & Prion, 2013). Since the current study undertaking 6 different factors (variables) with 24 scales used for different constructs. The below table summarizes the Cronbach's Alpha values for overall scales and constructs scales.

Table 3: Reliability Statistics

Variable Name	Cronbach's Alpha	Total Number of Items
Overall	0.640	24
Interpersonal Conflicts	0.790	3
Job Performance	0.667	3
Job Depression	0.877	3
Turnover Intention	0.709	3
Organizational Prestige	0.623	6
Employer Attitude	0.618	6

The overall reliability statistics for 24 scaled item used in the current study is recorded 0.640, which means there exist high internal consistency among the scales used in the current study. The respective reliability scales of factors i.e. interpersonal conflicts, job performance, job depression, turnover intention, organizational prestige, and employer attitude recorded 0.79, 0.667, 0.877, 0.709, 0.623, and 0.618 respectively. In descending order the highest internal consistency was recorded for the job depression scales followed by interpersonal scales, and turnover intention. The lowest reliability scale recorded for employer attitude and organizational prestige having Cronbach's alpha values 0.618 and 0.623 respectively.

3.3: Confirmatory Factor Analysis

To make a brief and comprehensive confirmatory factor analysis and data reduction, the current study used Kaiser Meyer Olkin (KMO) measure for sampling adequacy (Budaev, 2010), Bartlett's Test of Sphericity (Tobias & Carlson, 1969)for observed correlation matrix, and total variation explained by the component used in confounding variable construction (Yong & Pearce, 2013). The below table provides a summary of KMO measures, Bartlett's test, total variance explained, and factor components.

Table 4: Confirmatory Factor Analysis and Data Reduction

Variable Name	Items	KMO Measure	Bartlett's Test of Sphericity	Total Variance Explained	Component
Interpersonal Conflicts	3	0.701	Approx Chi-Sq=190.856; df= 3, Sig=0.00	70.57%	1
Job Performance	3	0.633	Approx Chi-Sq=120.534; df= 3, Sig=0.00	61.76%	1
Job Depression	3	0.742	Approx Chi-Sq= 333.195; df= 3; Sig=0.000	80.34%	1
Turnover Intention	3	0.653	Approx Chi-Sq= 121.76; df=3; Sig=0.000	63.26%	1
Organizational Prestige	6	0.632	Approx Chi-Sq= 273.699; df=15; Sig=0.000	61.77%	2
Employer Attitude	6	0.691	Approx Chi-Sq= 270.854; df= 15; Sig=0.000	60.02%	2

There have been used three scales for each interpersonal conflict, job performance, job depression, and turnover intention while six items each for organizational prestige and employer attitude respectively. The range of KMO measure lies between zero and one where the value closer to one represent adequate sampling (Budaev, 2010). From the above table, the KMO measure for interpersonal conflict, job performance, job depression, turnover intention, organizational prestige, and employer attitude recorded 0.701, 0.633, 0.742, 0.653, 0.623, and 0.691 respectively. The KMO measure result suggests that almost all factors have reliable KMO measures suggesting that the sample is adequate to extract meaningful results.

The total variance explained by the respective component suggests that in interpersonal conflicts, job performance, job depression, and turnover intention; the first component is responsible for around 70.57%, 61.76%, 80.34%, and 63.26% respectively. While in organizational prestige the first two components are responsible for around 61.77% and 60.02% variance. Therefore, it can be concluded that the conditions for factor analysis for constructing confounding variables are fulfilled in all three perspectives and developed factors can be used for statistical inferences.

To support the above highlighted reliability and validity statistics results of KMO Measure, Bartlett's test of Sphericity, and component factors, the below table summarizes the components of CFA results highlighting the Cronbach's alpha value, composite reliability statistics, average variance extracted, and the initial Eigen values of the components of scales values.

Table 5: Components of Confirmatory Factor Analysis

Measures	Cronbach's Alpha	Number of Items	Composite Reliability	Average Variance Extracted	Initial Eigen Values
Interpersonal Conflict	0.790	3	0.821	2.117	70.57%
Job Performance	0.667	3	0.757	1.853	61.76%
Job Depression	0.877	3	0.867	2.410	80.34%
Turnover Intention	0.709	3	0.678	1.898	63.26%
Organizational Prestige	0.623	6	0.765	3.670	61.77%
Employer Attitude	0.618	6	0.679	3.601	60.02%

From the above CFA table, the Cronbach's alpha value suggest all the scales used in the current study have higher reliability because the alpha value is greater than 0.60, where the highest alpha value recorded for job depression scale i.e. 0.877 and lowest value for employer attitude 0.618. The composite reliability scale shows that all variable have reliability value recorded greater than 0.65. The average variance extracted shows the component explaining the variation explained by the scale factors. Therefore, it can be concluded that the CFA component factor table supports that for first four variables i.e. interpersonal conflict, job performance, job depression, and turnover intention the first component matrix provide sufficient variations while for organizational prestige and employer attitude the first two components are enough to explain the variations.

3.4: Descriptive Statistics

below table provides a brief insight into descriptive statistics of the confounding variables used in the current study.

Table 6: Descriptive Statistics

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
Interpersonal Conflicts	215	1.998	0.739	0.432	0.245
Job Performance	215	2.741	0.899	0.163	-0.998
Job Depression	215	3.005	1.149	-0.004	-0.476
Turnover Intention	215	3.302	0.881	-0.065	-0.093
Organizational Prestige	215	2.703	0.644	0.942	2.037
Employer Attitude	215	2.402	0.725	0.477	-0.362

The total number of participants who participated in the survey was 215 (represented by N). The mean values for interpersonal conflicts, job performance, job depression, turnover intention, organizational prestige, and employer attitude recorded 1.998, 2.741, 3.005, 3.302, 2.703, and 2.402 respectively. The standard deviations for the respective variables recorded that the average standard

deviations are 0.739, 0.899, 1.141, 0.882, 0.644, and 0.725 respectively. The Skewness value lies between ± 1 where the value near or close to +1 suggests that most of the variables lie on the right side of the mean value while -1 suggests that most numbers of observations lie on the left side (Groeneveld & Meeden, 1984). Since the skewness value calculated for all factors is almost less than 0.5 and greater than -0.5 suggesting that the data is normally distributed and most of the observations tend to lie around the mean value except the organizational prestige.

3.5: Correlation Analysis

The below table provides the coefficient of correlation among the considered variables.

Table 7: Correlation Coefficients

	IPC	JP	JD	TI	OP	EA
IPC	1					
JP	0.132	1				
JD	0.163	-0.075	1			
TI	0.124	-0.129	0.099	1		
OP	-0.030	0.169	-0.131	-0.462	1	
EA	-0.080	0.144	0.137	0.003	0.124	1

(Note: IPC, JP, JD, TI, OP, EA represents Interpersonal conflicts, Job Performance, Job Depression, Turnover Intention, Organizational Prestige, and Employer Attitude respectively)

From the correlation coefficient table, the variables have a unit matrix or coefficient value 1 with their values representing that the variables have complete dependence. The correlation coefficient between interpersonal conflicts and job performance was recorded at 0.132 suggesting the possibility of a low positive correlation. The correlation coefficient of interpersonal conflicts with job depression and turnover intention recorded 0.163 and 0.124 showing the presence of a low positive correlation. The result suggests that interpersonal conflict, job depression, and turnover intention move in the same direction i.e. higher interpersonal conflict lead to higher job depression and higher turnover ratio respectively.

The correlation coefficient between interpersonal conflicts with organizational prestige and employer attitude was recorded -0.03 and -0.08 showing the possibility of low negative correlation. The negative correlation suggests that the considered variables move in opposite directions i.e. higher will be interpersonal conflicts lower will be the organizational prestige and higher interpersonal conflict will lead to having lower employer attitude.

The correlation coefficient of the rest of the variables suggests that the job performance correlation with job depression and turnover intention are -0.075 and -0.129 showing moderate negative correlation while with organizational prestige and employer attitude is recorded 0.169 and 0.144 showing moderate positive correlation. In the meantime, the correlation coefficient of job depression with turnover intention and employer attitude recorded 0.099 and 0.137 showing moderate positive correlation while -0.131 with organizational prestige showing a negative correlation. The correlation coefficient of turnover intention with organizational prestige showing a high negative correlation as the coefficient of correlation between the considered variables recorded -0.462. The correlation between turnover intention and organizational prestige has a high negative correlation. The correlation between turnover intention and employer attitude is recorded at 0.003 showing the possibility of a very low positive correlation. The correlation coefficient between organizational prestige and employer attitude shows the presence of moderate positive correlation as the coefficient value is recorded 0.124.

3.6: Structural Equation Modeling

The current study has three dependent variables i.e. job depression, turnover intention, and organizational prestige. There is an independent variable in the study i.e. interpersonal conflicts at the workplace and also a mediating variable in the study that is employer attitude. So, through the SEM model, the current study builds both direct and indirect effects of the variables.

Table 8: Structural Equation Modeling (Direct Effects)

Relationship	Coeff	Std. Err	Z-stat	P-Val	R-Sqr
Interpersonal Conflicts →Job depression	0.237	0.104	2.28	0.022	0.419
Interpersonal Conflicts → Turnover Intention	0.148	0.089	1.83	0.067	0.154
Interpersonal Conflicts → Organizational Prestige	-0.1088	0.0602	-1.81	0.071	0.158

From the direct effects table, the result suggests that interpersonal conflict is responsible for around 41.9%, 15.4%, and 15.8% variations in job depression, turnover intention, and organizational prestige respectively. The variations are compiled using the R-square values calculated as a measure for variation and goodness of the model. The coefficient values of the variables interpersonal conflicts with job depression and turnover intention were recorded positive and significant at 5% and 10% respectively because the probability values for the respective variables are 0.022 and 0.067.

From the coefficient table, it can be summed up that every unit factor increase in the interpersonal conflicts, the job depression on average increase by 0.237 unit factor with an average standard error of 0.104. The relation is statistically significant at 5%. Simultaneously, the relationship between interpersonal conflicts and turnover intention suggests that with every unit factor increase in interpersonal conflicts, the turnover intention in the banking sector on average increases by 0.148 unit factors with an average standard error of 0.089. The probability value of significance for the respective relationship is recorded at 0.067 suggesting the relationship is statistically significant at 10%. In contrast, the relationship between interpersonal conflicts and organizational prestige suggests that every unit factor increase in interpersonal conflicts, the organizational prestige on average decreases by 0.1088 unit factors with an average standard error of 0.0602. The probability value for the relationship is recorded at 0.071, which means the relationship is statistically significant at 10%.

The mediation analysis has been carried out using the indirect effects of the relationship among variables and finding the difference between total effects and direct effects. Because the total effects tell about the mediation role reducing or increasing the coefficient value while direct effects tell about the relationship with mediating factor. The below table summarizes the indirect effects of the relationship with total effects.

Table 9: Indirect Effects and Total Effects

Indirect Effect	Coeff	Std. Err	Z-stat	P-Val
Interpersonal Conflicts →Employer Attitude →Job depression	0.0154	0.155	0.99	0.32
Interpersonal Conflicts → Employer Attitude →Turnover Intention	0.0006	0.0065	0.10	0.919
Interpersonal Conflicts → Employer Attitude →Organizational Prestige	-0.017	0.59	-0.29	0.768
Total Effects	Coeff	Std. Err	Z-stat	P-Val
Interpersonal Conflicts →Employer Attitude →Job depression	-0.253	0.104	-2.42	0.016
Interpersonal Conflicts → Employer Attitude →Turnover Intention	-0.143	0.0807	-1.83	0.067
Interpersonal Conflicts → Employer Attitude →Organizational Prestige	0.108	0.0602	1.81	0.071

From the above indirect and total effects table, the results revealed that the indirect effects of the results for all three dependent variables i.e. job depression, turnover intention, and organizational prestige are insignificant because the probability value is greater than 5%. This satisfies the mediation role that the confounding variables should not have any significant relationship with the outcome variables and a significant relationship with the mediator. The inclusions of mediating variables mediate the relationship and give a significant relationship. From the indirect tables, the result suggests that interpersonal conflicts have no significant relationship with job depression, turnover intention, and organizational prestige because the probability value is greater than 5%.

From the total effects table, the results reveal that employer attitude significantly mediates the relationship between interpersonal conflicts and the dependent variables. The coefficient value for job depression is recorded -0.253 with a probability value of less than 5% showing the employer attitude can significantly reduce the job depression. Since the coefficient value is negative it means the employer attitude reduces the interpersonal conflict impact on the job depression. Simultaneously, the coefficient value of total effects between interpersonal conflicts and turnover intention in the presence of mediating factor is recorded negative and statistically significant at 10%. The results revealed that optimistic behavior can significantly reduce the turnover intention in an organization.

In contrast to job depression and turnover intention, the mediating role of employer attitude in the relationship between interpersonal conflicts and organizational prestige is recorded as positive and statistically significant. The results suggest that employer attitude positively mediates the relationship between interpersonal conflicts and organizational prestige.

3.7: Result Discussion

In a competitive globalized era, the organization seeks to grab higher market share and attention from both clients and employees. The organizations are considered as sharing and learning places, where people (employees) learn according to what they see,

experience, and observe. The nature and behavior of the treatment and work environment train them to deal with the clients, customers, and the organization's staff. Fatima (2020) argued that it is important for the organization to meet the respective organizational goal and objectives; the understanding between employers and employees is a key element where a slight departure from understanding can lead to conflicts in the organization. Certain factors significantly influence organizational performance and reputation. An interpersonal conflict is a key element that significantly influences not only employee performance but also organizational prestige and reputation (Jerng, et al., 2017). The current study aimed to explore the relationship between interpersonal conflicts, job depression, turnover intention, and organizational prestige.

The correlation analysis revealed the possibility of the presence of a moderate positive correlation between interpersonal conflicts and job performance suggesting the same direction of moment between two variables. previously the study of (Jerng, et al., 2017) also found a positive correlation and concluded that because interpersonal conflict among employee sometimes promotes the culture of competition that leads to utilizing their efficient level, which significantly improve the employee performance in short-run but varies in the long run. The correlation between interpersonal conflict and job depression suggests the possibility of a moderate positive correlation depicting that that increase in interpersonal conflict may significantly increase job depression. It is bitter truth as many of the studies such as (Khan, 2020) confined that job depression in an organization certainly depends on the interpersonal conflicts. Because the presence of a conflict environment creates a tense environment in the organization and employees get distressed and put less concentration on their job **(Ibid)**. Therefore, they get depressed and their depression level increase with time. The current study also found a moderate-high positive correlation between interpersonal conflicts and turnover intention.

The turnover intention depicts someone's willingness or planning to leave the organization in near future. Employees always seek a satisfied and frank environment but the interpersonal conflicts at the workplace significantly reduce job satisfaction that certainly leads to higher turnover intention (Zawawi, et al., 2020). The results of correlation revealed that an increase in interpersonal conflicts may significantly increase the turnover intention

The findings of the current study have found consistent with that of (Khan, 2020; Coetzee & van-Dyk, 2018; Omokeji et al., 2020; who also have found a significant positive relationship between interpersonal conflicts, job depression, and turnover intention, while the negative relationship between interpersonal conflicts and organizational prestige (Pawirosumao et al., 2017). The study found a positive mediating role of employer attitude that significantly reduces the interpersonal conflict impact on job depression and turnover intention while increasing organizational prestige.

CHAPTER 4: CONCLUSION AND POLICY RECOMMENDATIONS

4.1: Conclusion

Usually, the organization is considered as learning and sharing place, where employees and employer learn according to what they observe. The behavior and nature of the treatment they get, train them to deal with the each other (Deshpande, 2019). Vui-Yee and Yen-Hwa (2019) argued that interpersonal conflict in an organization directly influence the employees behavior and performance. Simultaneously, Zhang, et al. (2020) confined that in most of organization the rising conflicts among employees promote job depression that ultimately increase the turnover intention. Yildiz (2018) criticized the rising conflicts among employees in an organization and suggested that the rising issues certainly influence the organizational prestige and it is important for organization and employer to promote positive attitude to retain their employees.

The findings of current study found that direct effects of the structural equation modeling revealed that changes in interpersonal conflicts are responsible for around 41.9%, 15.4%, and 15.8% variations in job depression, turnover intention, and organizational prestige. The direct effect revealed that interpersonal conflict positively influences job depression and turnover intention at a 10% significance level. The direct effect result showed that interpersonal conflict has a significant negative impact on organizational prestige.

The total effects revealed that employer attitude plays a significant positive mediating role resulting reduction in job depression and turnover intention while improves the organizational prestige following interpersonal conflicts. The results of the current study attract the attention of policymakers and organizational researchers that employer attitude can be used as a significant mediator to reduce job depression and turnover intention while increasing organizational prestige.

4.2: Policy Recommendations

The key organizational goal is to keep employees satisfied and run a smooth working environment in the organization. The increase in the number of interpersonal conflicts significantly reduces employee performance that will result to reduce organizational growth and performance. The finding of the current study has very important policy implications to reduce interpersonal conflict to minimize job depression and turnover intention and increase the organizational prestige in the presence of optimistic behavior and attitude of employees. The following policy recommendations are made to reduce interpersonal conflicts, job depression, turnover intention, and organizational prestige.

- The employer attitude has been found significant mediator in the relationship between interpersonal conflicts and job depression. Therefore, both employers and organizations need to promote merit base culture and reduce nepotism and favoritism in the organization.
- To promote a frank environment in the organization to reduce the turnover intention of existing employees, the encouraging environment of existing staff with monetary and financial assistance can increase their motivational level and they may stop leaving the organization.
- Organizational prestige is one of the most important goals and concerns of any organization. The employees are free marketers of the organization, which means through reducing job depression, turnover intention, and increasing the job satisfaction of the employees, the organization can get free publicity. Therefore, it is important to encourage the employees to promote organizational growth and performance.

4.3: Study Limitations

The current study explored an important organizational aspect that how interpersonal conflicts significantly influence job depression, turnover intention, and organizational prestige. The study used and relied on all the best possible options to complete the study but certain limitations may significantly influence the results of the current study. The key limitation of the current study is reliance on a single independent variable. According to (Barcla et al., 2017) certain factors are responsible for variations in the dependent variable. Therefore relying on a single independent variable exclude the importance of other variables. Secondly, the study relied on very few scales to measure confounding variables. Any research work needs to make a pilot study of the scales to be used in the study, but the current study adopted the available scale and used them without any pilot study. This may significantly influence the results of the study. Another key limitation of the study is the population of the study. The current study has undertaken the banking sector in Islamabad Pakistan that comprises hundreds of banking units and each bank have their human resource management policies. Therefore, without proper studying of the human resource policies of the banking sectors, the findings of the current study cannot be generalized for all banking institutes in Pakistan.

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