The mediating and moderating roles of employee satisfaction and team diversity on conflict management and organizational performance

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A R T I C L E   I N F O

A B S T R A C T

This study examines the impact of conflict management strategies on organizational performance, focusing on the mediating role of employee satisfaction and the moderating role of team diversity. By integrating social exchange theory (SET) and resource dependency theory (RDT), this study explores these dynamics in 147 manufacturing firms in Ghana. Data were collected through online questionnaires and analysed using partial least squares - structural equation model (PLS-SEM). The findings reveal that adopting collective bargaining, compromise, and accommodation strategies significantly enhances organizational performance, while the avoidance strategy has a detrimental effect. Moreover, employee satisfaction serves as a positive mediator in the relationship between conflict management and organizational performance. In addition, team diversity acts as a positive moderator, amplifying the benefits of effective conflict management strategies on performance. These findings underscore the critical role of strategic conflict management, employee satisfaction, and team diversity in achieving organizational success. This study provides actionable insights for managers and policymakers seeking to optimize organizational performance through effective conflict management practices, highlighting the importance of fostering a supportive and diverse work environment. By addressing these factors, organizations can better navigate conflicts and enhance their overall performance, contributing to sustainable growth and competitiveness.

1. Introduction

In today's fast-paced and competitive business environments, organizations work tirelessly towards conflict management to improve organizational performance (Lim et al., 2023). Organizational conflict is unavoidable and may arise from several factors including differences in objectives, opinions, and interpersonal connections (Deogaonkar & Nanoty, 2023). Nonetheless, an organization's overall performance and efficacy may be strongly impacted by the way it handles and resolves conflict (García-Rodríguez, Dorta-Afonso, & González-De-la-Rosa, 2020). Thus, conflict management encompasses several approaches and strategies, ranging from inclusive problem-solving to hierarchical decision-making contingent on the type and intensity of the disputes (Üçok & Torlak, 2024). Effective conflict management is essential in promoting healthy corporate culture, sustaining employee morale, enabling productive dialogue, and constructive decision-making towards achieving well-defined organizational performance. Employee satisfaction plays a pivotal role in linking conflict management to organizational performance. Higher levels of organizational performance are often associated with engaged, committed, and proactive employees who experience greater satisfaction when conflict

is managed effectively (Lim et al., 2023). García-Rodríguez, Dorta-Afonso and González-De-la-Rosa (2020) argue that employee satisfaction helps resolve conflicts of interest between employers and employees, thereby fostering better organizational outcomes and work ethics. In the conflict management process, employee satisfaction contributes by promoting smoother interpersonal interactions, reducing friction, and encouraging ethical conduct across the organization. This creates a more collaborative work environment where disagreements are addressed constructively rather than becoming sources of long-term disruption. Deogaonkar and Nanoty (2023) further emphasize that satisfied employees serve as a strategic asset, strengthening the organization's competitiveness and deepening its social and economic commitment to external stakeholders. Conversely, unresolved conflicts and poor conflict resolution mechanisms can undermine job satisfaction, lead to employee disengagement, and ultimately impair organizational performance.

In an organizational context, team diversity helps resolve conflict through a strategy in which workers understand the pros and cons of the organization (Triana et al., 2021). Thus,

team diversity promotes conflict management towards organizational performance and ethical practices. Team diversity encompasses a range of backgrounds, opinions, abilities, and demographics among team members to facilitate conflict management towards achieving organizational performance. Du et al. (2021) suggest that team diversity may improve creativity, problem solving, and innovation practices by using their distinct viewpoints and experiences when handled well. However, resolving conflicts in diverse teams calls for a sophisticated strategy that promotes inclusivity and cooperation while embracing and understanding differences.

As organizations are transforming into a more sustainable future through effective conflict management, studies have emerged on the impact of conflict management on organizational performance (Ampomah et al., 2022; Awan & Saeed, 2015; Üçok & Torlak, 2024). Other research has also emphasized the determinants of conflict management (García-Rodríguez, Dorta-Afonso, & González-De-la-Rosa, 2020). Moreover, others have investigated the determinants of organizational performance (Du et al., 2021; Liu et al., 2020; Suleman, 2017). However, scholarly are silent on how employee satisfaction and team diversity affect conflict management and organizational performance. Empirical evidence shows that employee satisfaction and team diversity play a crucial role towards the sustainable future and organizational performance (Deogaonkar & Nanoty, 2023; Lim et al., 2023; Triana et al., 2021). In addition, considering the theoretical conceptualization, most of the studies have used SET for the theoretical conceptualization. However, the theoretical and empirical viewpoints need to be improved. This calls for further research to expand the body of knowledge for effective policy implications.

Although prior research has considered employee satisfaction as an outcome of organizational culture or leadership, and team diversity as a contributor to innovation and decision-making, few studies have explicitly positioned these variables as mediating and moderating constructs within conflict management frameworks. Emerging empirical evidence underscores the strategic importance of employee satisfaction and team diversity in achieving sustainable organizational outcomes (Andoh et al., 2019; Deogaonkar & Nanoty, 2023; Lim et al., 2023; Triana et al., 2021). However, integrated examinations of how these factors interact with conflict management strategies to influence performance remain limited. Moreover, while many existing studies adopt Social Exchange Theory (SET) as a theoretical foundation, there is a need for deeper theoretical integration that also considers external dependencies, such as through Resource Dependency Theory (RDT). Addressing this theoretical and empirical gap is essential for developing more comprehensive models and informing effective organizational practices. Therefore, this study advances the literature by examining the mediating role of employee satisfaction and the moderating role of team diversity in the relationship between conflict management and organizational performance.

Based on the above gaps in the literature, the study examined the mediating and moderating roles of employee satisfaction and team diversity on the conflict management and organizational performance of firms in Ghana. To achieve these objectives the study employed Homans (1974) SET,

which suggests that effective conflict management acts as an organizational resource that enhances employee satisfaction by creating a fair and supportive environment. This increased satisfaction motivates employees to reciprocate with higher performance. Additionally, team diversity moderates this relationship because diverse teams, when managed well, can leverage their differences to foster innovation and creativity, further enhancing performance. Moreover, the study employed Pfeffer and Salancik (2015) RDT which suggests that effective conflict management is viewed as a crucial internal resource that enhances employee satisfaction, thereby mediating its positive impact on organizational performance. Team diversity acts as a strategic resource that moderates this relationship, as diverse teams, when well-managed, can amplify the benefits of effective conflict management through greater innovation and problem-solving capabilities. By managing dependencies on critical resources, such as employee satisfaction and team diversity, organizations can leverage their human capital to drive better performance and achieve strategic goals.

This study creates essential novelty and contributes to the literature and policy in several ways. First, this study integrates SET and RDT to offer a comprehensive understanding of how conflict management influences organizational performance. By highlighting the mediating role of employee satisfaction within SET and the moderating role of team diversity within RDT, this study enriches both theories. This shows that effective conflict management enhances employee satisfaction, which then improves organizational performance, while team diversity can either amplify or dampen these effects, depending on how well conflicts are managed. Second, this study provides actionable insights for managers by emphasizing the importance of developing effective conflict management strategies to boost employee satisfaction and performance. It also underscores the need to strategically manage team diversity to harness its potential and offer practical guidelines for leveraging diversity as a strategic advantage. This can lead to better organizational policies and practices that enhance overall performance. Third, by presenting empirical evidence on the roles of employee satisfaction and team diversity, this study validates and extends the existing theories on organizational behaviour. It employs multilevel analysis to explore how individual- and team-level factors interact with conflict management practices, contributing valuable insights into how these dynamics impact organizational outcomes. Finally, this study highlights the importance of managing internal resources (employee satisfaction) and external resources (team diversity) to achieve better performance. It provides a strategic framework for organizations to align their resource management practices with performance goals, demonstrating how effective conflict management and diversity leverage can offer a competitive advantage through improved innovation and problem solving.

This paper is organized into four main sections. Section 2 presents the literature review. Section 3 describes the proposed methods. Section 4 presents an analysis and discussion of the results. Section 5 presents the conclusions, recommendations, and policy implications of this study.

2. Literature review
2.1 Theoretical review
2.1.1 Social Exchange Theory (SET)
Social Exchange Theory (SET), suggests that social behaviour in organizations is largely driven by the principle of reciprocal exchange. Individuals evaluate interpersonal interactions based on the anticipated benefits and potential costs, aiming to maximize positive outcomes such as trust, satisfaction, and cooperation, while minimizing risks such as conflict or retaliation (Blouch & Azeem, 2019). In the context of conflict resolution, SET posits that employees choose conflict management strategies not only based on tangible rewards and penalties but also on the perceived fairness of interactions and the likelihood of reciprocation. For example, collaborative or compromise-oriented strategies are more likely to be adopted in environments where individuals trust that their cooperative behaviour will be acknowledged and reciprocated. Conversely, when reciprocity is lacking, or when prior experiences suggest a violation of trust, employees may resort to avoidance or defensive tactics, even at the cost of organizational cohesion (Ampomah et al., 2022; Hsiao et al., 2020).

Moreover, SET emphasizes the role of social norms, expectations, and the quality of relational exchanges in shaping conflict resolution behaviour. Norms of fairness, mutual respect, and obligation significantly influence how individuals interpret and respond to conflict situations. Employees are more likely to invest in constructive conflict management when they perceive their organization as upholding just practices and when they experience positive exchanges with supervisors and colleagues (García-Rodríguez, Dorta-Afonso, & Gonzalez-de-la-Rosa, 2020). These reciprocal relationships create a reinforcing cycle: employees who feel valued and respected are more willing to engage in conflict resolution that benefits the collective, which in turn enhances organizational performance. On the other hand, environments where trust and fairness are lacking can erode the willingness to engage constructively, reducing satisfaction and performance outcomes. Additionally, SET helps explain the moderating role of team diversity. In heterogeneous teams, the effectiveness of conflict management strategies depends on the presence of shared social norms and mutual understanding (Osei, Agyemang, et al., 2025). When reciprocity and cultural sensitivity are embedded in diverse teams, conflict can become a catalyst for innovation and collaboration. Thus, SET not only illuminates the psychological mechanisms behind individual choices in conflict situations but also provides a relational framework for understanding how trust, reciprocity, and social norms collectively influence employee satisfaction and organizational performance.

2.1.2 Resource Dependency Theory (RDT)
Resource Dependency Theory (RDT), as advanced by Pfeffer and Salancik, provides a strategic lens for understanding how organizations navigate their dependence on external entities for vital resources such as capital, human talent, technology, regulatory approval, and market legitimacy (Liu et al., 2020; Suleman, 2017). RDT posits that organizational survival and success hinge on the ability to manage these dependencies

and reduce environmental uncertainty. In this context, conflict management is not merely an internal operational tool but a vital strategic function that influences how effectively organizations maintain, control, and access these external resources. Conflict, whether internal among employees or external with stakeholders, can jeopardize the relational and structural channels through which resources flow. Therefore, employing proactive conflict resolution strategies such as collective bargaining, compromise, or accommodation becomes essential for preserving the integrity of critical interorganizational relationships. These strategies reinforce organizational stability, signalling reliability and cooperation to external partners, regulators, and investors, thereby enhancing the organization's capacity to secure and retain key resources (Ratasuk & Charoensukmongkol, 2019).

Importantly, RDT underscores that conflict management serves as a mechanism for resource orchestration, especially under conditions of interdependence. Internally, effective conflict resolution fosters employee satisfaction and cohesion, which strengthens the organization's human capital. This resource is central to innovation, continuity, and productivity. Employees are not merely passive recipients of managerial decisions but active contributors to value creation (Andoh et al., 2019; Triana et al., 2021). When conflict is mismanaged, dissatisfaction rises, leading to higher turnover, reduced engagement, and the erosion of this vital internal resource. Externally, conflict management plays a gatekeeping role in sustaining favourable stakeholder relationships that are instrumental in acquiring funding, regulatory support, supplier cooperation, and customer loyalty (Osei et al., 2023; Zhu et al., 2024). For example, a firm experiencing unresolved labour disputes may suffer reputational damage that impairs investor confidence or disrupts its supply chains. Furthermore, team diversity, as a strategic resource under RDT, enriches the organization's problem-solving capability and adaptability. However, the benefits of diversity can only be fully realized when conflicts arising from differing perspectives are managed constructively. In this way, conflict management directly influences the organization's ability to harness internal capabilities and stabilize its external dependencies. RDT therefore positions conflict management as a central pillar of strategic resource alignment that enables firms to reduce environmental vulnerability, improve organizational agility, and achieve sustainable performance outcomes.

2.2 Empirical review and hypothesis development
2.2.1 Collective Bargaining Strategy and Organizational Performance
SET suggests that employees and management participate in collective bargaining to negotiate the terms and conditions of employment, aiming to achieve mutually beneficial outcomes (Ateş & Ünal, 2021). Employees may perceive the organization as valuing their input and addressing their needs, leading to increased job satisfaction, commitment, and morale. This positive exchange dynamic can result in higher employee engagement, productivity, and retention levels, ultimately enhancing organizational performance (Triana et al., 2021). Consequently, by promoting stable labour relations and aligning employee interests with organizational goals, collective bargaining positively influences organizational

performance by reducing uncertainty, enhancing resource allocation, and fostering a work environment conducive to achieving strategic objectives (Ye et al., 2019).

Conversely, Ratasuk and Charoensukmongkol (2019) found that organizations implementing collective bargaining strategies experienced reduced management autonomy. The rigid structures and procedures mandated by collective bargaining agreements limit management's ability to make timely decisions and respond flexibly to changing market conditions, ultimately hindering organizational performance. Based on the above literature, the paper assumes the following.

H1: The implementation of a Collective Bargaining strategy positively impacts Organizational Performance.

2.2.2 Compromise strategy and organizational performance

When employees perceive that their interests are acknowledged and respected through compromise, they are more likely to reciprocate with more significant commitment and cooperation, leading to enhanced collaboration and teamwork, which improves overall performance (Triana et al., 2021). Suggesting that by finding a middle ground that satisfies the needs of all parties involved, a compromise strategy minimizes the disruptions caused by conflict and enables the organization to maintain stable resource flows, thereby enhancing its capacity to adapt and thrive in dynamic environments, ultimately leading to improved organizational performance (Ye et al., 2019).

Lee and Kim (2020) revealed that organizations implementing a compromise strategy experienced higher levels of employee satisfaction, improved teamwork, and enhanced decision-making processes, leading to increased productivity and overall organizational performance. Min et al. (2020) revealed that firms adopting compromise strategies demonstrated better financial performance metrics, such as higher returns on investment and increased market share, indicating a positive association between compromise and organizational performance. Contrary, Üngüren and Arslan (2021) found that in highly competitive industries, organizations employing compromise strategies faced challenges in maintaining market agility and responsiveness to changing consumer demands, leading to suboptimal performance outcomes compared to firms that adopted more assertive approaches to conflict management. Based on these insights, the study proposes that.

H2: The utilization of a compromise strategy positively correlates with Organizational Performance.

2.2.3 Avoidance strategy and organizational performance

The avoidance strategy in conflict management involves deliberately sidestepping or withdrawing from disputes, particularly when they are perceived as unproductive or unnecessary. In the short term, this strategy can serve to conserve emotional energy and time, allowing employees to focus on their core responsibilities and reduce distractions. Hsiao et al. (2020) emphasize that in certain contexts, avoiding minor conflicts that do not directly impact organizational goals can actually enhance job satisfaction and commitment. Ratasuk and Charoensukmongkol (2019) further suggest that by maintaining a calm work environment, avoidance can ensure that resources are directed towards

strategic objectives, potentially leading to improved performance outcomes. Such benefits, however, are contingent on the conflicts being peripheral and not affecting the team's core tasks or relational dynamics.

Nevertheless, the avoidance strategy can have a detrimental effect when used as a default mode for addressing more significant, interpersonal, or long-term issues within an organization. Wu et al. (2019) observed that while avoidance can work well for low-priority conflicts, its overuse in crucial disputes can lead to negative consequences. Li et al. (2020) highlighted how consistently avoiding interpersonal conflicts fosters a culture of complacency, where unresolved tensions stifle innovation and damage morale. Teams may become disengaged, and communication channels can deteriorate, leading to a breakdown in collaboration. In the long term, avoidance can result in a lack of necessary conflict resolution, impairing organizational adaptability and growth. Thus, while avoidance may be effective in certain contexts, its unchecked use, particularly when avoiding high-impact conflicts, undermines performance and innovation. This underscores the need for a balanced approach where avoidance is reserved for conflicts that do not have a lasting effect on the organization's core dynamics. Based on these insights, the study proposes that.

H3: Adopting an avoidance strategy is negatively associated with Organizational Performance.

2.2.4 Accommodation strategy and organizational performance

Accommodation, as a conflict management strategy, involves sacrificing one's interests to meet the needs of others, fostering goodwill and reciprocity within the organization (Lee & Kim, 2020). Employees who feel that their concerns are accommodated are likely to reciprocate with increased commitment and cooperation, enhancing teamwork and organizational cohesion. Moreover, RDT suggests that by accommodating stakeholders' concerns, organizations can maintain critical relationships, prevent resource disruptions, and sustain performance (Triana et al., 2021). Wu et al. (2019) found that organizations implementing accommodation strategies experienced higher levels of employee satisfaction, leading to increased employee engagement and commitment. This heightened employee satisfaction positively impacted organizational performance indicators such as productivity and customer satisfaction ratings.

Min et al. (2020) conducted a longitudinal study in a multinational corporation and discovered that teams employing accommodation strategies demonstrated greater adaptability and agility in handling conflicts, fostering a more positive work environment. Based on these insights, the study proposes that.

H4: Adopting an accommodation strategy is positively linked to Organizational Performance.

2.2.5 Mediating role of employee satisfaction on the link between conflict management and Organizational performance

SET suggests that when organizations implement effective conflict resolution strategies such as collaboration and

compromise, employees perceive these actions as fair and supportive, leading to reduced interpersonal tension, enhanced job satisfaction, and stronger working relationships (Rafiq et al., 2020). These perceptions of fairness and reciprocity foster a sense of organizational commitment and psychological safety, motivating employees to reciprocate through improved performance, proactive engagement, and organizational loyalty. In this way, employee satisfaction becomes a critical psychological mechanism through which constructive conflict management translates into higher organizational effectiveness, innovation, and productivity (Agyemang et al., 2025; Sulemana et al., 2025).

Triana et al. (2021) demonstrated that organizations cultivating a positive organizational climate through inclusive and respectful conflict management practices experience significant increases in employee satisfaction. This heightened satisfaction mediates the relationship between conflict management and various performance outcomes, including employee retention, work quality, and customer service. Satisfied employees are more likely to collaborate, take initiative, and align their efforts with organizational goals. Conversely, unresolved conflicts and poor conflict-handling practices erode trust, diminish morale, and reduce commitment, thereby weakening organizational performance. Based on these insights, the study proposes that employee satisfaction serves as a pivotal mediating variable that explains how conflict management exerts its influence on organizational performance. Based on these insights, the study proposes that.

H5: Employee satisfaction plays a positive mediating role in the relationship between conflict management and Organizational Performance.

2.2.6 Moderating the role of team diversity on the link between conflict management and organizational performance

Team diversity introduces a broad range of perspectives, cultural values, communication styles, and problem-solving approaches into organizational decision-making. This diversity can either enrich or destabilize group dynamics, depending on how conflict is managed. According to SET, team diversity moderates the relationship between conflict management and organizational performance by influencing the nature of interpersonal exchanges and perceived equity within the team. In diverse teams, social norms, trust, and reciprocity are often more fragile due to cultural or experiential differences. When conflict is managed constructively through inclusive strategies such as collaboration and compromise, it reinforces fairness and mutual respect, which enhances cohesion, psychological safety, and commitment (Osei, Agyemang, et al., 2025; Osei,

Zhu, et al., 2025). Employees who feel recognized and respected, despite their differences, are more likely to reciprocate with greater engagement and performance. On the other hand, if conflict is poorly managed, diverse employees may perceive bias, exclusion, or unequal treatment, weaken trust and undermine collective efforts. Thus, SET highlights that the success of conflict management in diverse teams depends on how well it fosters positive social exchanges and equitable treatment among members (García-Rodríguez, Dorta-Afonso, and González-De-la-Rosa, 2020).

In contrast, RDT views team diversity as a strategic organizational asset that, when effectively harnessed, can improve access to external knowledge, networks, and problem-solving capacity. Diverse teams can draw on broader experiential backgrounds to interpret environmental signals, adapt to stakeholder needs, and enhance organizational responsiveness (Rahim & Katz, 2020). However, the resource advantages of diversity are not automatically realized. RDT suggests that conflict management is essential for unlocking these benefits by resolving friction that may arise from differing perspectives and ensuring equitable participation in decision-making. Through well-structured conflict resolution processes, diverse viewpoints are more likely to be integrated into solutions, and internal resources such as talent, creativity, and insight are more effectively allocated (Lee & Kim, 2020). This enhances the organization's ability to innovate, remain agile, and address external challenges. Valente and Lourenço (2020) found that organizations with high levels of demographic diversity achieved stronger performance outcomes when conflict was addressed through inclusive and participatory strategies. Similarly, Yin et al. (2020) demonstrated that culturally diverse teams using integrative conflict resolution approaches outperformed more homogeneous teams in creativity, responsiveness, and strategic alignment. Therefore, team diversity moderates the link between conflict management and organizational performance by shaping both relational dynamics within teams and strategic resource flows at the organizational level. When conflict is well-handled, diversity becomes a platform for trust-building, resource enrichment, and long-term competitiveness. Based on these insights, the study proposes that.

H6: Team diversity positively moderates the relationship between conflict management and organizational performance.

2.4 Conceptual Framework
The conceptual framework of this study, which depicts the relationships to be tested, is shown in Figure 1.
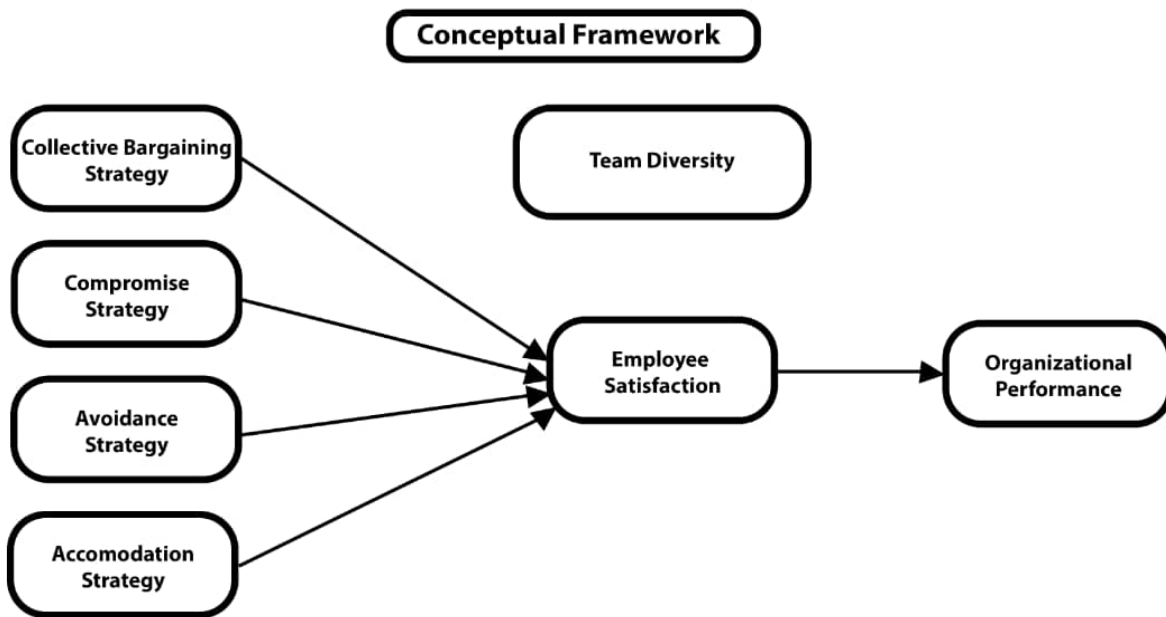
Figure 1: Conceptual Framework (Authors Illustration)

3. Methods
3.1 Research design
This study adopted a quantitative survey design to examine how conflict management strategies influence organizational performance through the mediating role of employee satisfaction and the moderating role of team diversity. The quantitative design enabled the use of statistical techniques to test relationships among variables, ensuring objectivity and replicability. This approach was deemed appropriate to investigate the causal pathways and structural relationships between constructs in Ghana's manufacturing sector.

3.2 Population and Sampling
The target population for this study comprised registered and operational manufacturing companies in Ghana. The manufacturing sector was selected due to its structured organizational systems and relevance to economic development. This study adopted a survey approach targeting registered and operational manufacturing firms across various regions in Ghana. A total of 147 firms were included, forming a bounded population based on clearly defined inclusion criteria (e.g., legal registration, active operations, and formal HR structures). From the 147 manufacturing firms selected, a total of 294 individuals were initially targeted comprising two respondents from each firm: one managerial-level staff (e.g., director or supervisor) and one non-managerial employee. This dual-response approach was designed to capture both strategic and operational perspectives on conflict management and organizational performance. Of the 294 distributed questionnaires, 256 were completed correctly and retained for analysis, representing an effective response rate of approximately 87.1%. Table 1 summarizes the sample selection.

Table 1: Summary of sample selection

Characteristics	Number	Status
Total questionnaires sent	294	
Questionnaires answered not answered	7	Denied
Questionnaires answered incorrectly	31	Denied
Questionnaires answered correctly	256	Accepted
Responses used for the analysis	**256**	

3.3 Data Collection Methods
Primary data were collected using a structured questionnaire designed on a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The questionnaire items were adapted from validated instruments in previous studies to ensure reliability and validity. Prior to full-scale data collection, the instrument underwent expert review and pre-testing. Pilot testing was conducted to refine the clarity and relevance of the items.

Data collection was carried out through both in-person administration and online forms (Google Forms), allowing for wider reach and flexibility. Respondents were assured of anonymity and confidentiality to encourage candid responses.

Participation was voluntary, and informed consent was obtained from all participants.

3.4 Operational definition of constructs
3.4.1 Dependent construct
3.4.1.1 Organizational performance- Organizational performance measures an organization's success in achieving its objectives, encompassing financial success, productivity, product quality, customer satisfaction, market share, and overall competitiveness (Khassawneh & Mohammad, 2022).

3.4.2 Independent constructs
3.4.2.1 Collective bargaining strategy: The collective bargaining strategy involves negotiations between labour

unions representing employees and employers' representatives to agree on employment terms such as wages, benefits, working conditions, and grievance procedures.

3.4.2.2 Compromise strategy- A compromise approach in conflict resolution involves finding a mutually acceptable solution where all parties make concessions and sacrifices to achieve an agreement, requiring each party to give up some expectations to meet both sides' needs to some extent (Mitchell et al., 2019).

3.4.2.3 Avoidance strategy- An avoidance strategy is a conflict resolution technique in which people or organizations opt to ignore or escape the dispute rather than confront it directly (García-Rodríguez, Dorta-Afonso, & Gonzalez-de-la-Rosa, 2020). This might include retreating from the issue, postponing action, or entirely avoiding conflict-related topics.

3.4.2.4 Accommodation strategy- An accommodation approach in conflict resolution involves one side adjusting to the opposing party's preferences, prioritizing peace and connections over personal interests or perspectives (Waleed et al., 2021). This means putting peace and connections first rather than pushing one's own interests or perspectives.

3.4.3 Mediating
3.3.3.1 Employee satisfaction- Employee satisfaction is the level of pleasure, fulfilment, and happiness that workers feel in their positions within an organization. It represents employees' attitudes and sentiments about different elements of their workplace, such as job responsibilities, salary, benefits, relationships with co-workers and supervisors, possibilities for growth and development, and organizational culture (Hsiao et al., 2020).

3.4.4 Moderating
3.3.4.1 Team diversity- Team diversity refers to a diverse range of perspectives, ideas, and techniques within a team influenced by demographic factors, cognitive styles, abilities, experiences, and backgrounds, which can enhance creativity, innovation, and problem-solving skills (Triana et al., 2021).

3.5 Measurement of Constructs
We employed a validity survey instrument adapted from previous studies to assess the constructs. To guarantee validity and reliability, questionnaire indicators should be modified from existing studies. To measure organizational performance, we used a measurement developed by Khassawneh and Mohammad (2022). This scale incorporates indicators of overall satisfaction with organizational performance, quality of products or services, achievement of organizational goal, efficiency of operation, and reputation and brand perception to measure collective bargaining strategy. We employed the measurement developed by Ye et al. (2019), which includes items such as level of agreement with statements, frequency of engaging collective bargaining to resolve conflicts, and willingness to compromise to reach agreement. This scale has demonstrated both reliability and validity. The measurement of compromise strategy was adapted from the study of (Hsiao et al., 2020). The scale consists of items such as attitudes towards compromise, willingness to give and take in negotiate, satisfaction with compromise outcomes, and ability to maintain relationships through compromise. We assessed avoidance strategy using a scale adapted from Triana et al. (2021), which comprised items such as preference for avoiding conflicts, satisfaction with avoiding conflicts, and frequency of avoiding conflicts. To measure accommodation strategy, we used the scale from Waleed et al. (2021), which consists of items such as willingness to accommodate others, belief in the effectiveness of accommodation, and perception of self-image when accommodating. Moreover, we assessed team diversity using items from (García-Rodríguez, Dorta-Afonso, & Gonzalez-de-la-Rosa, 2020). This includes items such as openness to diverse ideas and viewpoints, collaboration across diverse backgrounds, and satisfaction with diversity initiatives, and employee satisfaction indicators were adopted from (Mitchell et al., 2019). This scale includes items such as work-life balance satisfaction, relationships with supervisors and colleagues, perception of organizational culture, and satisfaction opportunities for career growth and development. **Table 2** presents a summary of the constructs of the study.

Table 2: Summary of study constructs and the number of indicators

Constructs category	Constructs	Number of indicators	Measurement
Dependent	Organizational performance	5	
	Collective bargaining strategy	4	
	Compromise strategy	4	
Independent	Avoidance strategy	4	Likert scale
	Accommodation strategy	4	
Mediating	Employee satisfaction	4	
Moderating	Team diversity	4	

3.6 Data Analysis Techniques
The collected data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via Smart PLS version 4.0. PLS-SEM was chosen due to its suitability for complex models with multiple constructs and its robustness with small to medium sample sizes. The analysis followed a two-step approach:

Measurement Model Assessment: Evaluated reliability and validity of the constructs using indicator loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and discriminant validity tests (cross-loadings and Fornell-Larcker criterion).

Structural Model Assessment: Hypotheses were tested using path coefficients, t-values, and p-values obtained through a

bootstrapping procedure (5,000 samples). Direct, mediating, and moderating relationships among variables were assessed.

The model's goodness-of-fit was evaluated using R-square (R^2) values, which measured the variance explained in the dependent variables. A comprehensive structural model was then constructed to reflect the interplay between conflict management strategies, employee satisfaction, team diversity, and organizational performance.

4. Results and discussion
4.1 Demographic characteristics
From Table 3, there was an imbalance in the representation of males and females in the study, with 74.61% male and 25.39% female respondents. This distribution reflects broader gender disparities in Ghana's manufacturing sector, where men dominate operational and technical roles. Regarding marital status, most respondents (69.14%) were married or in committed relationships. Educationally, a significant portion held a diploma or bachelor's degree (80.47%), and the majority (68.75%) had between 11 and 20 years of work experience, indicating a relatively experienced workforce.

With respect to job rank, 37.89% of respondents were classified as managers, while 62.11% held non-managerial positions. Although managers did not constitute the majority, this distribution mirrors the actual workforce structure within the sampled manufacturing firms, where managerial roles are typically fewer in number compared to non-managerial positions. It is important to clarify that the sample included both directors and employees across various organizational levels, selected based on proportional representation per firm. While directors facilitated access to the companies, the unit of analysis was intentionally diversified to capture a broad range of perspectives. Although a 50% managerial representation might offer additional insight into strategic-level decision-making, the current sample provides a comprehensive view of how conflict management practices are understood and experienced throughout the organization. Moreover, the inclusion of experienced non-managers adds operational depth to the study, complementing managerial perspectives and enhancing the overall validity of the findings.

Table 3: Demographic information

Demographic	Descriptions	Number	Percentage (%)
Gender	Male	191	74.61
	Female	65	25.39
Marital Status	Single	51	19.92
	Married	177	69.14
	Divorced	28	10.94
Job rank	Managerial	97	37.89
	Non-managerial	159	62.11
Educational Qualification	Diploma/Bachelor Degree	206	80.47
	Master's Degree	42	16.41
	PhD	8	3.13
Years of existence	5 -10 years	38	14.84
	11 - 20 years	176	68.75
	21 years and above	42	16.41
Total		**256**	**100**

4.1.2 PLS-SEM Analysis
PLS-SEM is applied in two steps: measuring the model and examining the link between the constructs. These procedures were performed to guarantee the constructs' reliability and validity before determining their structural relationship.

4.1.3 Measurement model assessment
Before testing the hypotheses, this study used multiple methods to examine and ensure the model's validity and reliability. According to the thumb rule by Hair Jr et al. (2021), indicator loadings more than 0.5 are deemed acceptable, while indicator loadings of 0.708 or greater are considered favourable, as it suggests that the latent variable accounts for more than half of the factor variability. None of

the indicators in our study was removed because their values were greater than 0.5. **Figure 2** shows the results of indicator loading reliability.

Additionally, we evaluated the construct reliability and validity of the model. We examined the internal consistency reliability and convergent validity results. Internal consistency reliability was measured using Cronbach's alpha, composite reliability, and the Rho A. The average variance extracted (AVE) was used to ensure convergent validity. Hair Jr et al. (2021) proposed a threshold rule that states that Cronbach's alpha and composite reliability should be greater than 0.7. Cronbach's alpha and composite reliability results were greater than 0.7 for all the latent variables and the

model's internal consistency reliability. Hence, we concluded that this study met the rule of thumb. Greater dependability is indicated by higher composite reliability values. Composite reliability values between 0.897 and 0.930 yielded the highest scores. In many cases, Rho_A is used to check the reliability of latent variables (Dijkstra & Henseler, 2015). The Rho_A value was > 0.7. According to Fornell and Larcker (1981), all constructs should have an AVE greater than 0.5 to meet the criteria for convergent validity. For all latent variables, AVE was more than 0.5 for all the latent variable, indicating that the latent variable accounted for at least 50% of the variability of its indicators. Convergent validity is high when the indicator loadings are high.
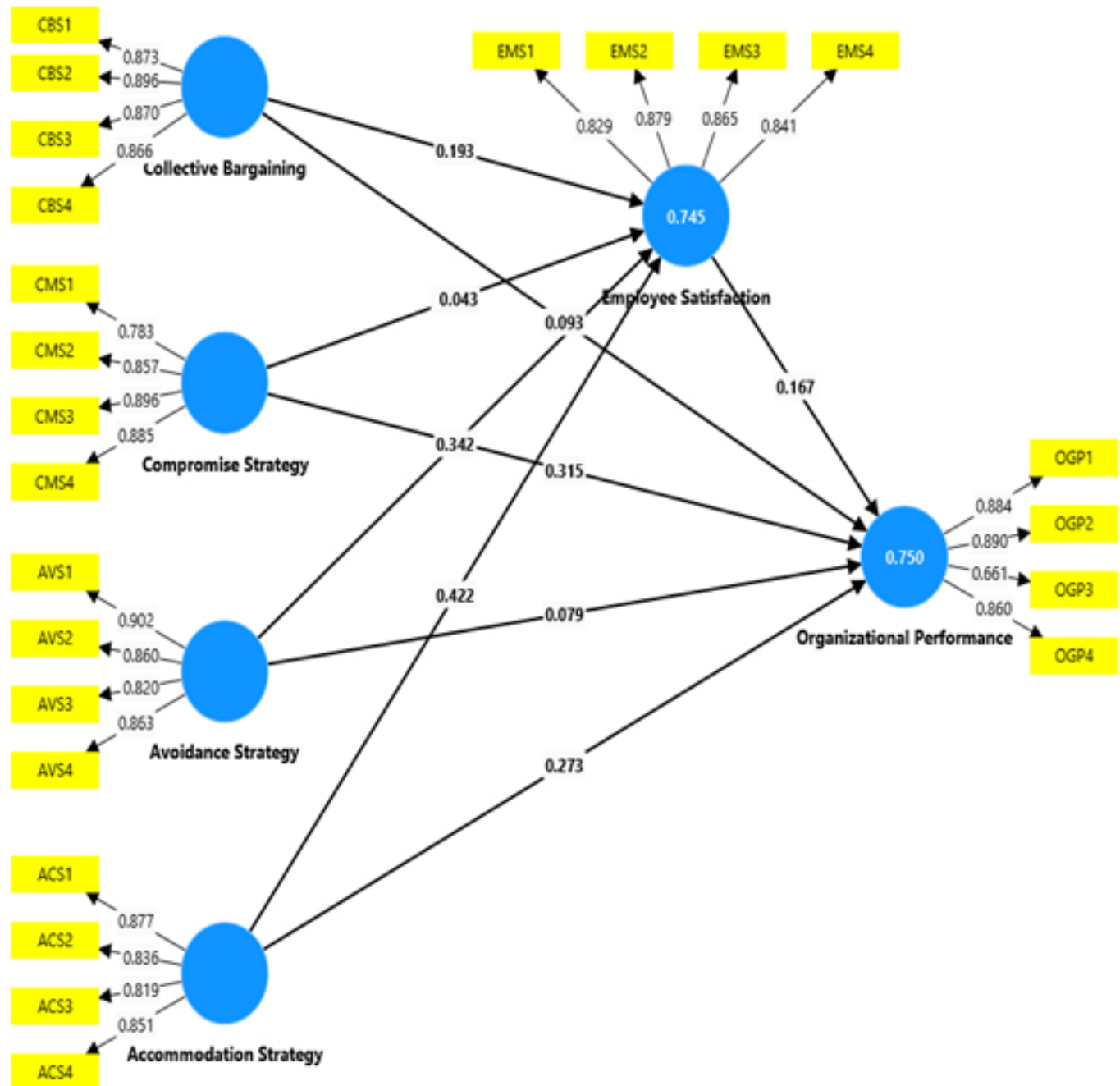
Figure 2 depicts the results of indicator reliability.

Figure 2. Indicator Loadings

Table 4: Construct Reliability and Validity

Latent variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability	Average variance extracted (AVE)
Accommodation Strategy	0.867	0.869	0.909	0.715
Avoidance Strategy	0.884	0.888	0.920	0.742
Collective Bargaining	0.899	0.899	0.930	0.768
Compromise Strategy	0.878	0.882	0.917	0.734
Employee Satisfaction	0.876	0.879	0.915	0.729
Organizational Performance	0.845	0.873	0.897	0.687

The assessment of the measurement model was finalized after conducting discriminant validity tests. The results of this test indicate whether the latent variables differ from each other. Two approaches were used to determine discriminant validity. The first test was cross-loading, a phenomenon whereby one latent variable's factor loadings were greater than the loadings of all other latent variables (Legate et al., 2023).

Table 5 shows the discriminant validity of the cross-loading results. The second discriminant validity test is based on Fornell and Larcker (1981) criterion. The criterion states that the AVE square root of each latent variable should be greater than the intercorrelation of the latent variables with other latent variables. The results of the Fornell-Larcker criterion in **Table 6** proves the discriminant validity.

Table 5: Cross-loadings Results

Indicators	Accommodation Strategy	Avoidance Strategy	Collective Bargaining	Compromise Strategy	Employee Satisfaction	Organizational Performance
ACS1	**0.877**	0.798	0.656	0.782	0.738	0.739
ACS2	**0.836**	0.755	0.702	0.752	0.656	0.694
ACS3	**0.819**	0.631	0.662	0.676	0.692	0.662
ACS4	**0.851**	0.734	0.686	0.715	0.731	0.700
AVS1	0.790	**0.902**	0.702	0.764	0.754	0.732
AVS2	0.725	**0.860**	0.655	0.710	0.674	0.640
AVS3	0.715	**0.820**	0.661	0.729	0.660	0.649
AVS4	0.744	**0.863**	0.697	0.765	0.734	0.717
CBS1	0.707	0.675	**0.873**	0.748	0.678	0.653
CBS2	0.705	0.720	**0.896**	0.765	0.656	0.702
CBS3	0.696	0.650	**0.870**	0.732	0.640	0.670
CBS4	0.693	0.717	**0.866**	0.743	0.697	0.670
CMS1	0.669	0.682	0.664	**0.783**	0.614	0.652
CMS2	0.712	0.697	0.751	**0.857**	0.673	0.718
CMS3	0.779	0.784	0.744	**0.896**	0.707	0.713
CMS4	0.797	0.786	0.758	**0.885**	0.677	0.752
EMS1	0.693	0.667	0.628	0.645	**0.829**	0.637
EMS2	0.752	0.692	0.669	0.669	**0.879**	0.682
EMS3	0.745	0.767	0.697	0.714	**0.865**	0.723
EMS4	0.650	0.670	0.602	0.632	**0.841**	0.599
OGP1	0.737	0.730	0.690	0.763	0.713	**0.884**
OGP2	0.768	0.749	0.707	0.756	0.698	**0.890**
OGP3	0.489	0.430	0.478	0.495	0.426	**0.661**
OGP4	0.709	0.679	0.646	0.695	0.690	**0.860**

Table 6: Fornell-Larcker Results

Latent variables	Accommodation Strategy	Avoidance Strategy	Collective Bargaining	Compromise Strategy	Employee Satisfaction	Organizational Performance
Accommodation Strategy	0.846					
Avoidance Strategy	0.862	0.864				
Collective Bargaining	0.799	0.789	0.876			
Compromise Strategy	0.857	0.862	0.853	0.865		
Employee Satisfaction	0.833	0.821	0.762	0.780	0.854	
Organizational Performance	0.827	0.796	0.769	0.828	0.776	0.829

4.1.4 Structural Model Assessment

We analysed the structural model after successful validation of the measurement model. The structural model establishes the relationship between latent variables. The hypotheses were tested using the significance of the path coefficients (p- and t-values). The study utilized a bootstrapping approach with a two-tailed distribution to determine whether the hypotheses were statistically significant, and 95% confidence intervals were adjusted for the bias generated. In this study, four out of five assumptions were statistically significant. **Table 7** presents the results of hypotheses testing.

Table 7: Hypotheses Testing

	Relationship	Path coefficient	T statistics	P values	Decision	95% CI LL	95% CI UL
	Direct Testing						
H1	Collective Bargaining -> Organizational Performance	0.309	2.840	0.004	*Accepted*	0.068	0.266
H2	Compromise Strategy -> Organizational Performance	0.315	2.813	0.005	*Accepted*	0.096	0.523
H2	Avoidance Strategy -> Organizational Performance	0.078	0.717	0.473	*Rejected*	-0.135	0.294
H4	Accommodation Strategy -> Organizational Performance	0.273	2.623	0.009	*Accepted*	0.080	0.483
	Mediating Testing						
	Collective Bargaining -> Employee Satisfaction -> Organizational Performance	0.032	3.222	0.001	*Accepted*	0.062	0.108
	Compromise Strategy -> Employee Satisfaction -> Organizational Performance	0.007	2.241	0.026	*Accepted*	0.075	0.406
H5	Avoidance Strategy -> Employee Satisfaction -> Organizational Performance	0.057	2.395	0.017	*Accepted*	0.080	0.163
	Accommodation Strategy -> Employee Satisfaction -> Organizational Performance	0.071	1.912	0.070	*Accepted*	0.060	0.161

Table 7 shows that collective bargaining has a positive and significant impact on organizational performance. The results imply that a one-unit increase in the collective bargaining strategy and organizational performance is expected to increase by 30.9%. This suggests that a collective bargaining strategy significantly influences organizational performance and should be promoted as an effective strategy for conflict management.

In addition, a compromise strategy has a significant and positive influence on organizational performance. This indicates that a positive change in the compromise strategy results in a 31.5% increase in organizational performance. The results demonstrate that a compromise strategy affects conflict resolution and should be actively implemented to achieve better organizational outcomes.

Moreover, avoidance strategies do not have a significant impact on organizational performance. A positive coefficient suggests a minor increase in performance, but the effect is not statistically robust. This suggests that the avoidance strategy may not be an effective conflict management strategy; hence, this strategy might not be worth prioritizing.

Furthermore, the relationship between accommodation strategy and organizational performance was positive and significant. The results indicate that a one-unit increase in accommodation strategy is associated with a 27.3% increase in organizational performance. This suggests that accommodation strategy is a meaningful approach in

managing conflict, has a substantial impact on performance, and should be encouraged.

Finally, the results show that employee satisfaction positively and significantly mediates the relationship between the dimensions of conflict management strategies and organizational performance. The mediation effect was significant, with a meaningful positive impact of collective bargaining, compromise, avoidance, and accommodation strategies on organizational performance through employee satisfaction. This implies that collective bargaining, compromise, and accommodation strategies are effective in enhancing employee satisfaction and organizational performance both directly and indirectly. Specifically, the

avoidance strategy has an indirect positive and significant impact on organizational performance through employee satisfaction. The positive mediation effect suggests that even though avoidance strategy may not have a direct significant impact on organizational performance, it still contributes indirectly by affecting employee satisfaction.

4.1.5 Goodness of Fit
We used R square (R^2) to evaluate the model's goodness of fit. With an R^2 of 0.750, we found that the model adequately clarified 75% of the variation in organisational performance (OGP). Table 8 presents the findings of R square.

Table 8: R Square (R^2)

	R-square	R-square adjusted
Employee Satisfaction	0.745	0.741
Organizational Performance	0.750	0.745

4.1.5 Moderating Analysis
We set out to determine whether team diversity plays a moderating role in the relationship between the dimensions of conflict management and organizational performance. According to Table 9, team diversity moderates the relationship between collective bargaining, compromise, avoidance, accommodation strategies, and organizational

performance. The interaction between conflict management strategies and team diversity significantly affects organizational performance. **Table 9** shows the result of the moderating analysis.

Table 9: Moderating Results

Relationship	Path coefficient	T statistics	P values
Team Dynamic x Collective Bargaining -> Organizational Performance	0.286	2.731	0.007
Team Dynamic x Compromise Strategy -> Organizational Performance	0.452	2.234	0.026
Team Dynamic x Avoidance Strategy -> Organizational Performance	0.530	2.875	0.004
Team Dynamic x Accommodation Strategy -> Organizational Performance	0.264	2.200	0.028

4.2 Discussion
This study adds to the body of knowledge on how Ghanaian Manufacturing companies deal with organizational conflicts and how they affect their overall performance. The findings of this study provide solid empirical evidence that conflict resolution strategies significantly impact organizational performance. Organizational performance and employee satisfaction are affected by the presence or absence of effective conflict-management practices. These strategies can be used to resolve conflict and promote teamwork in the workplace. This investigation provides abundant evidence that organizations experience performance growth after implementing holistic conflict resolution strategies.

The goal of good collective bargaining is to make the workplace more egalitarian and fair so that everyone can do their best work and make the organization thrive (Babalola & Ishola, 2017). SET suggests that effective conflict management strategies, such as collective bargaining, enhance the perceived fairness and quality of the employee-employer relationship (Cross & Dundon, 2019). We find that collective bargaining has a positive and significant influence on organizational performance; hence, we accept H1. When organizations engage in fair and equitable bargaining processes, they improve employee satisfaction, which, in turn, boosts organizational performance. RDT supports this finding by highlighting that managing labour relations effectively reduces resource uncertainties related to

workforce stability. Effective collective bargaining aligns with the RDT by reducing conflicts and dependencies, thereby enhancing organizational performance. (Babalola & Ishola, 2017); Braakmann and Brandl (2016) find that collective bargaining positively influences organizational performance by enhancing job satisfaction and reducing turnover.

According to Ester et al. (2020), a compromise strategy is intended to address conflicts in a balanced manner, with the aim of satisfying both parties' core interests while maintaining a productive work environment. The results show that there is a positive and significant connection between compromise strategy and organizational performance. Based on this finding, we propose H3. The SET posits that mutual concessions facilitate balanced exchanges in the workplace. This leads to increased job satisfaction, and consequently, improved organizational performance. Longe (2015) demonstrated that compromise strategies significantly enhance organizational performance by improving employee satisfaction and reducing conflicts. These results support the view that a compromise strategy is effective in managing employee satisfaction.

Furthermore, an avoidance strategy can be useful in situations where direct resolution is not feasible or where conflict is deemed less significant (Omene, 2021). This strategy does not address underlying issues and may lead to unresolved problems that can affect long-term organizational performance. The findings indicate that avoidance strategies do not have a significant impact on employee performance; therefore, we reject H3. Consistent with our findings, Omene (2021) observed that avoidance strategies often lead to unresolved problems that can negatively affect long-term performance. These results highlight the limited effectiveness of avoidance strategies in enhancing performance.

Moreover, the accommodation strategy focuses on preserving relationships by prioritizing the other party's concerns over their own. While accommodation strategies can promote harmony and reduce conflict, they can also lead to imbalances in exchange relationships. The findings reveal that accommodation strategy positively and significantly influences organizational performance. Thus, we accept H4. From the tenet of social exchange theory, when one party yields to the other's needs, it can improve relationship quality and employee satisfaction. This increase in satisfaction can enhance organizational performance. Longe (2015) similarly found that accommodation strategies contribute to better organizational outcomes by enhancing cooperative relationships.

Mediating analysis revealed that collective bargaining, compromise, avoidance, and accommodation strategies significantly impact organizational performance through employee satisfaction. These results emphasize the role of employee satisfaction as a crucial element in the relationship between conflict management strategies and organizational performance (Terason, 2018). From the perspective of social exchange theory, effective conflict management strategies that enhance fairness and equity improve satisfaction, which in turn positively affects organizational performance. Prior studies support these insights, showing that effective conflict

management strategies enhance performance by increasing job satisfaction and reducing turnover (Coggburn et al., 2014; Terason, 2018). The significant mediation effects highlight the importance of managing employee satisfaction to achieve superior organizational performance.

Finally, team diversity significantly moderates the relationship between conflict management strategies and organizational performance. Diverse teams can enhance the effectiveness of collective bargaining and compromise by incorporating a wide range of perspectives, leading to more comprehensive and equitable agreements (Ayub & Jehn, 2014). Prior studies have demonstrated that perceived diversity drives innovation solutions and enriches organizational performance (Blouch & Azeem, 2019). The moderating effect of team diversity highlights the need for organizations to tailor conflict management strategies to their team compositions to enhance effectiveness and achieve better performance.

5. Conclusions and policy implications
5.1 Conclusion
This study comprehensively examines the impact of conflict management strategies on organizational performance, focusing on the mediating role of employee satisfaction and the moderating role of team diversity. The research was conducted on 147 manufacturing firms in Ghana. PLS-SEM was used to analyse the data and test the proposed hypotheses. The results demonstrated that adopting collective bargaining, compromise, and accommodation strategies significantly enhances organizational performance, while the avoidance strategy negatively impacts performance. Employee satisfaction was a positive mediator in the relationship between conflict management and organizational performance, highlighting its critical role in translating effective conflict management into improved organizational outcomes. Additionally, team diversity positively moderates this relationship, suggesting that a diverse workforce can amplify the benefits of effective conflict-management strategies. These findings underscore the importance of strategic conflict management, employee satisfaction, and team diversity in driving organizational success.

5.2 Theoretical implications
This study makes significant contributions to the theoretical understanding of conflict management by integrating SET and RDT. It extends the existing literature by providing empirical evidence on the mediating role of employee satisfaction and moderating role of team diversity in the relationship between conflict management strategies and organizational performance. These insights offer a more nuanced understanding of how conflict management can drive organizational success. This study highlights the importance of considering internal factors such as employee satisfaction and team diversity when analyzing the efficacy of conflict management strategies. This integration of theories provides a comprehensive framework that future theoretical works can build upon, potentially exploring additional variables and contexts to further deepen our understanding of these complex relationships.

5.3 Practical implications

The findings of this study offer valuable practical insights for both policymakers and organizational leaders seeking to enhance performance through effective conflict management. For policymakers, the results underscore the need to create supportive frameworks that embed conflict management as a strategic lever for organizational development. This involves enacting labour policies that promote employee well-being, psychological safety, and inclusive workplace environments. Government agencies and regulatory bodies can also provide incentives for organizations that invest in diversity, employee engagement, and structured conflict resolution programs. By encouraging the integration of conflict management into broader human capital development policies, policymakers can contribute to building more resilient, adaptive, and high-performing institutions across sectors.

For managers, this study provides a clear roadmap for implementing conflict management strategies that positively impact employee satisfaction and organizational outcomes. First, managers should establish formal conflict resolution protocols, including clear procedures for identifying, addressing, and resolving disputes in a timely and constructive manner. Second, organizations should invest in ongoing training programs to equip leaders and employees with critical skills such as active listening, mediation, negotiation, and cultural competence. Third, fostering a culture of open communication and psychological safety can pre-empt unnecessary conflict and encourage constructive dialogue. Fourth, the integration of diversity and inclusion initiatives should be prioritized, not only to fulfil compliance requirements but also to harness the performance benefits of diverse teams. Managers must ensure that all employees, regardless of background, feel valued, respected, and empowered to participate in decision-making processes. Lastly, leadership should actively monitor employee satisfaction through regular surveys and feedback channels, using the insights gained to continually refine conflict management strategies. By institutionalizing these practices, organizations can transform conflict from a source of disruption into a driver of innovation, collaboration, and sustainable competitive advantage.

6. Limitations and future research directions

Although this study provides valuable insights, it is not without limitations. This research was conducted within the context of manufacturing firms in Ghana, which may limit the generalizability of the findings to other industries and regions. Future research should replicate this study in different contexts and sectors to validate and extend the results. Additionally, this study utilized cross-sectional data that captured a single point in time. Longitudinal studies are recommended to examine the long-term effects of conflict management strategies on organizational performance. Further research could explore other potential mediators and moderators, such as organizational culture or leadership styles, to provide a more comprehensive understanding of the factors influencing the relationship between conflict management and organizational performance. Expanding the scope of research to include various organizational settings and incorporating different conflict management frameworks could yield richer insights and more robust results.

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