FMDB *Transactions on Sustainable Social Sciences Letters*

Conflict Management and Performance among Garment Industry Employees: The Mediating Role of Job Satisfaction

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Abstract: Workers in the garment industry are often subjected to conflicts from family and organisational environments that can significantly influence their job satisfaction and overall work performance. Unresolved workplace conflicts can lead to employee dissatisfaction, increased stress, and reduced productivity, but successful conflict resolution can create a more positive work environment and better organisational outcomes. The study examines the relationships among conflict management, employee performance, and job satisfaction in the garment industry, with a special focus on garment manufacturing companies in the study area. The main objective is to analyse how effective conflict management practices enhance employee performance and job satisfaction. A sample of 472 respondents was selected from different employee categories working in reputed garment companies in Thiruvannamalai District using simple random sampling. The primary data were collected using a structured questionnaire, and the responses were analysed using appropriate statistical methods to determine the relationships among the study's variables. The findings show that conflict management improves individual and organisational well-being. Employees believe reciprocal cooperation, open communication, participatory decision-making, and organisational empowerment may resolve conflicts. Businesses that promote fair conflict resolution have higher employee satisfaction, better workplace relationships, higher productivity, and greater commitment. The study finds that effective conflict management solutions are essential to employee motivation, performance, and long-term success in the garment industry.

Keywords: Conflict Management; Employee Performance; Garment Industry; Workplace Conflict; Job Satisfaction; Organisational Empowerment; Employee Satisfaction.

Received on: 24/07/2025, **Revised on:** 29/10/2025, **Accepted on:** 12/12/2025, **Published on:** 19/11/2026

Journal Homepage: https://www.fmdbpub.com/user/journals/details/FTSSSL

DOI: https://doi.org/10.69888/FTSSSL.2026.000860

Cite as: R. Jasmine and M. A. Krishnamurthy, "Conflict Management and Performance among Garment Industry Employees: The Mediating Role of Job Satisfaction," *FMDB Transactions on Sustainable Social Sciences Letters*, vol. 4, no. 4, pp. 157–167, 2026.

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1. Introduction

Employees in the garment industry in the study area are affected by conflicts within the organisation and their families, as well as by work-life balance, job satisfaction, and performance improvement [1]. Conflict management among employees primarily focuses on disputes over impartiality, the organisational environment, interpersonal relationships, and the behaviour of different

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personalities within the organization [2]. Collaborative, win-win solutions aligned with company goals can strengthen positive relationships and help manage employee conflicts effectively. Similarly, conflict among employees within the family can be easily addressed through effective work-life balance and continuous support from both the family and the organisational domain. Maintaining equilibrium in both organizational and personal lives, and fulfilling professional responsibilities while managing their personal lives, particularly regarding health and family well-being, are considered important tasks for employees [3]. Work-life balance can increase productivity, employee retention, and mental health, and reduce burnout. Flexible organisational scheduling and task prioritisation can help avoid excessive work hours and balance work and family [4].

Both monetary and non-monetary benefits stress employees within the organisation, and a problem-free approach to work-family conflicts can boost satisfaction levels [5]. When employees are satisfied, they can show loyalty, participate actively in the workplace, and demonstrate strong leadership abilities [16]. Active participation in employee engagement significantly impacts employee gratification, and this heightened job satisfaction reduces turnover intentions and rapidly increases productivity rates and the goal-completion mindset among employees [6]. Effective conflict management and employee satisfaction play a dynamic role in improving employee engagement, including productivity, faster achievement of organisational goals, dedication to the organisation, and loyalty to the employer [22]. The employee performance indicators have both direct and indirect effects on the organisation through customer relationship management and customer satisfaction [7]. Highly satisfied customers demand more services and products from service providers and producers, enhancing the organisation's reputation and employer branding [8]. The garment industry needs to focus more on conflict management and job satisfaction to achieve the best employee performance. Therefore, this study focuses on identifying the relationships among conflict management, employee satisfaction, and performance in the garment industry [9].

2. Literature Review

Awan and Sarfraz [15] found that human capital affects firm performance through employees' job satisfaction. In addition, organisations are recommended to invest in employee training and education to maintain their core competencies and improve productivity and performance. Kamaraj and Pandu [9] found no relationship between years of experience and satisfaction with the current management practice. Alpkan et al. [12] inferred that an internal supportive environment that provides management support and tolerance for intrapreneurs' risk-taking, along with high-quality Human Capital, contributes to innovative performance. Rao and Rani [23] conclude that performance appraisal serves as the basis for rewards, and employees with sufficient ability are promoted. Kuria and Nzuve [17] point out that the elements that provide job satisfaction have little to do with money or status and much more to do with achievement, responsibilities, the job, opportunities for career growth, and even recognition. In management efforts, additional inputs to enhance performance include motivational factors that pave the way for improved employee performance. Begum et al. [19] have suggested that a feedback system should be introduced across all government and private sectors, enabling employees and management to understand their actual performance. Karim et al. [14] stated that employees' job performance depends heavily on job promotions, training programs, and their ability to balance work, home, and career development opportunities.

Kim and Holzer [20] have finalised their note, stating that personal decisions to increase employee capacity through feedback training and external motivation components are amply supported and are correlated with external rewards such as promotions and pay increases. Zhou et al. [24] found that contemporary society always encounters challenges in the employees' domain regarding the achievement of a conflict-free work environment and work-life balance, amid their roles and responsibilities in their designation. The study also revealed that work–life balance is closely related to conflict management, with a particular focus on a stress-free life for employees. Bian and Sukor [3] focused more on the conflicts employees face and their existing Work–life balance in managing the effective integration of opinions and adaptation to a constructive work environment. In an organisation, employees play multiple roles in both their personal and organisational lives. They also found that conflict management predominantly affects the balance between employees' preferred obligations and the external environment, such as familial responsibilities. Kamaraj and Pandu [9] investigated the impact of job satisfaction among SHG members. It is reported that satisfaction levels are low, regardless of qualification, among women's SHGs and increase as their income rises. Charlton [4] empirically proved that the optimal work-life balance is a subjective assessment by individual employees and depends on their psychological sense of work–family balance.

These balances support a person's capacity to allocate time to organisational participation and to focus on current resources effectively to discharge occupational duties and other critical roles in personal and organisational life (Torres et al. [21]). An innovative paper distinguishes between the two concepts of achieving equilibrium in organisational and personal life. Individual employees' roles in maintaining and managing work-life balance are essential for constructive productivity and Skill improvement. This direction encapsulates employees' efforts to allocate their time and energy effectively to achieve organisational goals and fulfil their occupational responsibilities. Ferdous et al. [6] identified employees' significant roles and activities in organisational work environments, family issues, social connections, public participation, spirituality, personal

growth, and freedom. Employee job and family stability focuses on balancing and fulfilling responsibilities to meet organisational expectations. Conflicts and balancing problems occur among employees, colleagues, and role-related partners in organisational settings and at home. Rashmi and Kataria [18] empirically demonstrated the conceptual relationship between job satisfaction and employee performance. They found that these aspects are not identical and can be considered constructs of labour–life balance in a more comprehensive framework. These factors of job satisfaction and employee performance encompass a broader range of work-life balance as well as the narrower focus of conflict management. They also found that labour–life steadiness explicitly involves interactions between work and personal family characteristics.

Guan and Shen [7] identified the predominant role of job satisfaction and employee performance in three types of experiences employees encounter as they attempt to manage multiple roles within organisational settings. They also identified the role of work–family conflict, followed by the strain arising from the unsuitability or incongruence of notions held by employees, colleagues, and family members. Employee demands in the work environment focus on stress-free roles that help achieve organisational goals. Hunsaker [8] shared their research on work-life conflict, work–life balance, and job satisfaction. They found that a holistic assessment of organisational effectiveness helps balance work-related responsibilities with the predominant participative roles in productivity. Work–family enrichment, employee engagement, employee performance, and job satisfaction enhance quality of life and reduce role conflict. Kaiser et al. [10] found that the work–life interface is the most frequently addressed aspect in addressing work–life conflict, job satisfaction, and employee performance. They found that incompatibility or misalignment between employees' psychology and their work role and participation in organisational activities is a crucial factor. They also found that job satisfaction consistently encourages organisational loyalty. Kamaraj and Venkatesan [11] examined employees' perceptions of the performance appraisal scheme and evaluation process in banks. It is well established that technological expansion drives the development of essential financial services, such as online and mobile banking, and that, in turn, introducing a new appraisal system motivates employees' hard work and improves their performance.

2.1. Research Gaps

A thorough review of national and international literature on conflict management, job satisfaction, and employee performance revealed no direct empirical evidence to validate the variables in these areas or the existing intrinsic relationships among them. Consequently, the current study emphasises the following research gaps:

- The validation of variables regarding conflict management, job satisfaction, and performance indicators of employees.
- The nature of the intrinsic relationship among conflict management, job satisfaction, and employee performance in the garment industry in the study area.

2.2. Objectives of the Study

The research gaps automatically reveal the useful design of the research's following objectives:

- To study and validate the variables of conflict management, job satisfaction, and employee performance.
- To identify the intrinsic relationships among conflict management, job satisfaction, and employee performance in the garment industry.

2.3. Hypotheses Developed

Based on research gaps and the subsequent formulation of the study's objectives, there is a need for the following hypotheses:

- There is a significant difference among conflict management, job satisfaction, and employee work performance in the garment industry.
- There is a significant association among conflict management, job satisfaction, and employee recital in the garment industry.

3. Methodology

The current research is conducted by the researcher, who relies on primary data collected from employees in the garment industry. Since the present research encounters four important aspects: conflict management, job satisfaction, and performance of the employees, a separate research instrument in the form of a questionnaire was developed using gaps in the literature. The questionnaire consists of four important parts: personal and organisational variables, conflict management variables, job satisfaction, and employee performance. The first part consists solely of optional-response questions to ascertain employees' personal and organisational profiles. In contrast, parts 2 to 4 consist of 3 aspects, each with statements on a 5-point Likert scale.

The scale consists of five options: 5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-strongly disagree. Garment industry employees can express their agreement or disagreement with statements on conflict management, job satisfaction, and employee performance. After formulating an innovative questionnaire, the researcher conducted a pilot study to assess the reliability and validity of statements derived from gaps in the literature (Figure 1).



Figure 1: Research model

The pilot study indicated that Cronbach's alpha for all 20 statements across 4 research aspects is 0.894, exceeding the required benchmark of 0.750. This indicates high reliability for the statements developed for the present research. After confirmation from the pilot study, the main study was conducted using a simple random sampling method, in which the questionnaire was circulated among all levels of employees, including top-level, middle-level, and operational-level employees, in garment companies in the Thiruvannamalai district. The researcher randomly selected 10 prominent garment companies with a strong reputation for production, distributed 50 questionnaires to each organisation, and collected only 472 responses. Therefore, the sample size is 472. After data collection, the researcher meticulously entered and coded all employees' responses as numerical values in SPSS version 25 to analyse the variables, verify the objectives, and test the proposed hypotheses. The researcher used confirmatory factor analysis and correlation analysis to verify the objectives and test the two proposed hypotheses.

4. Results and Discussions

Table 1 shows that the sample comprises 40.6% male and 59.4% female employees who contribute to the development of the garment industry in the study area. It is also revealed that the sample comprises 39.8% younger employees, ranging from 20 to 30 years, followed by 36.0% in the 31 to 40 years age group, 15 % represented by employees in the 41 to 50 years age group, and 9.1% represented by employees in the group above 50. The sample unit also consists of 57.6% employees with the designation of operation level, 31.1% with the designation of middle level, and the remaining 11.2% with the designation of top level in the Garment companies. The employees in the garment companies in the study area are segmented by income. It was found that 42.4% have an income of less than 10,000, 25.6% are in the 10,000 to 20,000 income group, and 7.2% have an income above 30,000.

Table 1: Demographic distribution of respondents

Variables	Dimensions	Frequency (n)	Percentage (%)
Age	< 30 years	188	39.8
	31–40 years	170	36.0
	41–50 years	71	15.0
	Above 50 years	43	9.1
	Total	472	100.0
Gender	Male	192	40.6
	Female	280	59.4
	Total	472	100.0
Designation	Operational Level	272	57.6
	Middle Level	147	31.1
	Top Level	53	11.2
	Total	472	100.0
Experience	Less than 5 years	156	33.1
	5–10 years	118	25.0
	10–15 years	107	22.7
	More than 15 years	91	19.3
	Total	472	100.0
Marital Status	Single	143	30.3
	Married	329	69.7
	Total	472	100.0

Monthly Income	Less than Rs. 10,000	200	42.4
	Rs. 10,001–Rs. 20,000	121	25.6
	Rs. 20,001–Rs. 30,000	117	24.8
	Above Rs. 30,000	34	7.2
	Total	472	100.0

The sample unit clearly stated that it consists of 10.5% employees at the top level, 30.3% at the middle level, and 16.5% at the operational level. Regarding employees' experience, most employees, particularly 30.3%, have less than 5 years of experience; 25% have 5 to 10 years, whereas 22.7% have 10-15 years of experience in the same garment industry. After the rigorous percentage analysis description, the researchers computed the total average scores for all three important constructs, namely conflict management, job satisfaction, and employee performance, through their indicators. The researchers treated conflict management as the independent variable, job satisfaction as the mediating variable, and employee performance as the dependent variable. Therefore, linear multiple regression analysis was applied to the independent and dependent variables. Linear multiple regression analysis was performed on the dependent variable, employee performance, as shown in Table 2.

Table 2: Correlation for performance

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.697[a]	.486	.479	2.834
a. Predictors: *(Constant), Job Satisfaction, Conflict Management*				

From Table 2 of the correlation coefficient determination, it is found that the R-squared is 0.486, which exceeds the required benchmark value of 0.30. Therefore, the independent variables, conflict management and job satisfaction, significantly affect employee performance. This is further supported by the following ANOVA table (Table 3).

Table 3: ANOVA for performance

Model		Sum of Squares	Diff.	Mean Square	F	Sig.
1	Regression	3523.760	6	587.293	73.148	.000[b]
	Residual	3733.393	465	8.029		
	Total	7257.153	471			
a. Dependent Variable: *Performance*						
b. Predictors: *(Constant), Job Satisfaction, Conflict Management*						

From the analysis of variance table, the F-value is 73.148, and the significance value is 0.000, indicating statistical significance at the 5% level. Therefore, conflict management and job satisfaction are crucial to employee performance. It is further ascertained that the individual influence is shown in the following Table 4.

Table 4: Individual influence on performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.192	1.330		4.656	.000
	Competing	-.040	.076	-.028	-.527	.598
	Compromising	.046	.064	.025	.714	.476
	Collaborating	.136	.054	.111	2.508	.012
	Avoiding	.466	.058	.299	8.073	.000
	Accommodating	.194	.077	.120	2.513	.012
	Job Satisfaction	.663	.078	.410	8.482	.000

From Table 4, conflict management has a beta value of 0.562, a t-value of 14.158, and a significance level of .000, indicating it is statistically significant at the 5% level. This shows that conflict management influences employee performance in the garment industry.

Similarly, job satisfaction has a beta of .410 and a t-value of 8.482, with a p-value of .000, indicating that job satisfaction enhances employee performance. After confirming the results, the researcher computed the total average scores for all three research aspects to perform a Pearson correlation analysis, and the results are presented below.

Table 5: Correlations among the three aspects

		Conflict Management	Job Satisfaction	Performance
Conflict Management	Pearson Correlation	1	.362**	.662**
	Sig. (2-tailed)		.000	.000
	N	472	472	472
Job Satisfaction	Pearson Correlation	.362**	1	.452**
	Sig.	.000		.000
	N	472	472	472
Performance	Pearson Correlation	.662**	.452**	1
	Sig.	.000	.000	
	N	472	472	472
** denotes $p < 0.05$.				

From Table 5, the correlation coefficients between conflict management and job satisfaction (.362) and between conflict management and performance (.662) are highly significant, exceeding the 0.3 benchmark. Therefore, the results show that employees' perceptions of conflict management in the garment industry are well aligned with job satisfaction and performance. Similarly, Table 5 shows that job satisfaction (.362) is highly significantly correlated with employee performance (.452). The positive correlation coefficient between job satisfaction and employee performance (.452) also reveals a strong relationship. The three aspects encountered in this research are independently validated and support the intrinsic relationships among them in employees' perceptions in the garment industry in the study area (Table 6).

Table 6: ANOVA – personal variables

Personal Variables	Factors	F	Sig.
Age	Competing	11.822	.000
	Collaborating	55.290	.000
	Avoiding	7.739	.000
	Accommodating	18.956	.000
	Job Satisfaction	13.370	.000
	Performance	25.190	.000
Gender	Competing	32.218	.000
	Collaborating	4.826	.029
	Accommodating	13.546	.000
	Job Satisfaction	93.223	.000
	Performance	32.692	.000
Designation	Competing	6.471	.000
	Compromising	2.785	.040
	Collaborating	6.452	.000
	Avoiding	11.719	.000
	Accommodating	3.161	.024
	Performance	10.266	.000
Experience	Competing	20.760	.000
	Compromising	20.603	.000
	Collaborating	34.051	.000
	Accommodating	37.599	.000
	Job Satisfaction	25.182	.000
	Performance	25.231	.000
Income	Competing	42.448	.000
	Compromising	4.707	.003
	Collaborating	41.402	.000
	Avoiding	6.145	.000
	Accommodating	23.743	.000
	Job Satisfaction	28.020	.000
	Performance	5.987	.001
Marital Status	Compromising	49.126	.000
	Collaborating	45.893	.000

	Accommodating	15.947	.000
	Job Satisfaction	5.219	..023
	Performance	27.551	.000

The 31-40 age group plays an important role in perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing (F= 11.852, p=0.000), collaborating (F= 55.290, p=0.000), avoiding (F=7.739, p=0.000), accommodating (F=18.956, p=0.000), job satisfaction (F=13.370, p=0.000), and performance (F=25.190, p=0.000) are significantly related to the perceptions of age groups as revealed by the p-values. Respondents in that age group have the knowledge to manage workplace conflict. Gender plays a significant role in perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing (F= 32.218, p=0.000), collaborating (F=4.826, p=0.029), accommodating (F=13.546, p=0.000), job satisfaction (F=93.223, p=0.000), and performance (F=32.692, p=0.000) are significantly related to the perceptions of gender as revealed by the p-values. Most female respondents compete with male employees and avoid workplace conflict to maintain work-family balance.

Operational level significantly influences perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing (F=6.471, p=0.000), compromising (F=2.785, p=0.040), collaborating (F= 6.452, p=0.000), avoiding (F=11.719, p=0.000), accommodating (F=3.161, p=0.024), and performance (F=10.266, p=0.000) are significantly related to designation, which is revealed by the p-values. Operational-level employees compromise their conflict due to work pressure. 5-10 years of experience significantly affects perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing (F=20.760, p=0.000), compromising (F=20.603, p=0.000), collaborating (F=34.051, p=0.000), accommodating (F=37.599, p=0.000), job satisfaction (F=25.182, p=0.000), and performance (F=25.231, p=0.000) are significantly related to the perceptions of experience, which is revealed by the p-values.

Experienced employees enhance their competitiveness by avoiding workplace conflicts with co-workers. Income below Rs. 10,000 significantly affects perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing (F=42.448, p=0.000), compromising (F=4.707, p=0.003), collaborating (F= 41.402, p=0.000), avoiding (F=6.145, p=0.000), accommodating (F=23.743, p=0.000), job satisfaction (F=28.020, p=0.000), and performance (F=5.987, p=0.001) are significantly related to the perceptions of income is revealed by the p-values. Income groups of employees with less than Rs. 10,000 focused on improving performance. The marital status of married respondents plays a significant role in the perception of conflict management and performance.

The relationship was estimated using the ANOVA, which reveals that the compromising (F=49.126, p=0.000), collaborating (F= 45.893, p=0.000), accommodating (F=15.947, p=0.000), job satisfaction (F=5.219, p=0.023), and performance (F=27.551, p=0.000) are significantly related to the perceptions of married employees as revealed by the p-values. Married employees cope with conflict and manage heavy workloads both at home and at work. First, the investigator performed confirmatory factor analysis across all five variables for three aspects of conflict management: job satisfaction and employee performance. The confirmatory factor analysis for each aspect includes figures and tables with 6 fit indices: chi-square value, p-value, comparative fit index, goodness-of-fit index, normed fit index, and root mean square error of approximation, as shown below.

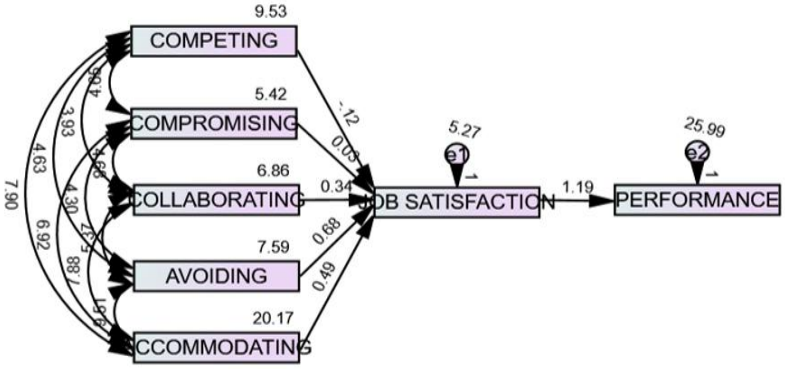

Figure 2: Structural equation model

SEM fit indices: X2/df = 9.477; p value =0.000; GFI=0.990; CFI=0.988 (Good fit > 0.90); RMSEA = 0.070 (Good fit = 0.08); NFI =0.984 (Good fit=0.90; ** denotes $p < 0.05$. From the above Tables and Figure 2, it is found that, for conflict management, job satisfaction,

and employee performance, each of the five component variables and the correlation values are highly significant, and the 6 fit indices meet the essential yardstick values for all three aspects. This shows that the five variables derived from the literature reviews accurately reflect the meanings of conflict management, job satisfaction, and employee performance indicators. This confirms the component variables for all three aspects and also validates them statistically, based on employees' perceptions in the garment industry in the study area.

5. Findings and Conclusion

The present study provides abundant evidence that effective conflict management plays a crucial role in improving employee performance and job satisfaction in the garment industry. The statistical analysis shows that employees do not view workplace conflict as an inevitable organisational problem but as a factor that can undermine or enhance organisational effectiveness, depending on how it is handled. The findings indicate that constructive conflict management positively impacts personality and organisational development by fostering collaboration, trust, communication, and mutual respect among employees. Organisations that have clear ways to resolve conflicts create a positive work environment. Employees in such organisations feel appreciated, respected, and motivated to help achieve the organisation's goals. The findings further show that employee cooperation and organisational empowerment are the two main pillars of successful conflict management in garment manufacturing organisations. Employees agreed that work allocation, communication gaps, interpersonal relationships, work pressure, and family-related stress contribute to conflict and can be effectively resolved through open communication, participative decision-making, supportive supervision, and mutual understanding among co-workers. Researchers also found that organisational empowerment efforts, such as employee participation in decision-making, leadership support, grievance redressal systems, and fair workplace policies, helped minimise workplace conflicts and strengthen employee commitment. The study also revealed that effective conflict management plays a significant role in increasing job satisfaction. Employees who experience harmony at work are more motivated, more committed to the organisation, and enjoy better psychological well-being.

A conflict-free work environment helps employees focus on their assigned tasks without the added stress of conflict, thereby improving the quality and efficiency of their work. When employees perceive conflict-resolution procedures as fair, they trust management more and are more likely to stay with the organisation. This leads to less workplace conflict, lower employee turnover, less absenteeism, and better industrial relations. Furthermore, the study confirms a strong correlation between employee performance and job satisfaction. Happy employees are more efficient, produce higher-quality work, exhibit greater creativity, and are more committed to organisational goals. Job satisfaction is a positive attitude that encourages employees to use their skills, knowledge, and abilities. Employees' job satisfaction is affected by monetary benefits such as competitive salaries, performance incentives, overtime allowances, and bonuses, as well as non-monetary benefits such as recognition, career advancement opportunities, welfare facilities, flexible working arrangements, and supportive leadership. The findings further support the view that organisational productivity and profitability depend greatly on maintaining good employer–employee relations. Conflict management should therefore be considered a strategic practice for organisations, not just an administrative function. Organisations that invest in employee welfare, communication systems, leadership development, and conflict-resolution mechanisms are more likely to achieve sustainable growth and competitive advantage. Effective conflict management cultivates a cooperative environment in which employees collaborate to achieve common organisational objectives rather than engage in destructive interpersonal conflicts. The garment industry operates in a highly competitive environment, with production deadlines, labour-intensive operations, quality requirements, and ongoing customer expectations. Workplace conflicts are bound to arise in these conditions.

However, organisations with effective conflict management systems can turn conflicts into opportunities for organisational learning, innovation, and continuous improvement. The study highlights that conflict is not always negative. When managed effectively, constructive conflict can foster creativity, improve decision-making, and contribute to organisational growth. The study also suggests that employees appreciate organisational policies that emphasise equality, transparency, fairness, and participation. Companies that promote regular interaction between management and employees face fewer misunderstandings and develop stronger workplace relationships. Another important factor in conflict management is leadership behaviour. Empathetic, fair, communicative, and emotionally intelligent managers are better equipped to resolve conflict and maintain employee morale and harmony within the organisation. Empowering employees also strongly reduces conflict. Employees feel greater ownership and responsibility for organisational success when they can express their opinions, participate in organisational decision-making, and offer suggestions for improvement. This empowerment builds employee confidence, strengthens teamwork, and reduces interpersonal conflict. Overall, the study confirms that conflict management, job satisfaction, and employee performance are strongly related organisational dimensions. Improvements in one dimension positively affect the others, thereby enhancing organisational productivity, employee well-being, organisational reputation, and long-term business sustainability. These results are consistent with the earlier study by Kamaraj et al. [13], which suggested that both monetary and non-monetary benefits play a significant role in employee satisfaction and performance in the garment

industry. Therefore, garment manufacturing organisations should incorporate conflict management into strategic human resource management practices to ensure sustainable organisational success and employee development.

5.1. Suggestions

The study's findings yield several practical recommendations to improve conflict management practices, employee satisfaction, and organisational performance in the garment industry. First, garment companies should formulate comprehensive conflict management policies that clearly outline procedures for identifying, reporting, and resolving workplace conflicts. Policies should emphasise fairness, transparency, confidentiality, and prompt resolution to build employees' confidence in the organisational grievance system. Second, organisations should conduct periodic empowerment programs to promote employees' involvement in decision-making. Employees should be given the chance to express their opinions, generate innovative ideas, and participate in discussions about workplace improvements. Participative management builds greater trust between employees and management and reduces misunderstandings. Third, management must arrange regular training programs for employees and supervisors on communication skills, emotional intelligence, negotiation techniques, stress management, and conflict resolution strategies. Such training programs can improve employees' interpersonal skills and equip them to resolve conflicts constructively. Fourthly, the Human Resource Department should enhance employee welfare measures by introducing flexible work schedules, where operationally feasible. Flexible working arrangements enable employees to balance work responsibilities with family obligations, reducing work-related stress and interpersonal conflict. Fifth, organisations should enhance employees' financial and non-financial benefits.

In addition to competitive salaries, performance incentives, attendance bonuses, medical insurance, retirement benefits, and career advancement opportunities, welfare facilities such as transportation, subsidised canteens, childcare, recreational programs, health camps, counselling services, and employee recognition programs should also be provided. These programs can have a substantial impact on employee morale and commitment to the organisation. Sixth, management should establish confidential grievance redressal committees where employees can lodge complaints about workplace issues without fear of retribution. Independent grievance committees help ensure fairness and build employee confidence in the organisation's leadership. Seventh, Leadership development training should be provided to supervisors to improve their interpersonal communication, conflict resolution, and emotional intelligence. Supportive leadership builds a positive work environment and fosters stronger relationships between supervisors and employees. Eighth, organisations should conduct periodic employee satisfaction surveys to identify emerging workplace issues before they escalate into major organisational conflicts. Continuous monitoring enables timely management intervention. Ninth, a culture of teamwork and collaboration should be actively fostered through team-building activities, employee engagement programs, and cross-functional projects. Good personal relationships help reduce workplace conflicts while enhancing cooperation and productivity. Finally, organisations should regularly monitor the effectiveness of their conflict management systems through periodic performance reviews and employee feedback. Through continuous improvement, conflict management practices can adapt to changing organisational needs and workforce expectations.

5.2. Study Limitation

The present study provides useful insights into the relationships among conflict management, job satisfaction, and employee performance. However, there are some limitations to be mentioned. The first limitation concerns the research's geographical coverage. The study is restricted to only garment manufacturing companies in the Thiruvannamalai District. Therefore, the findings may not be directly generalised to garment industries operating in metropolitan cities, other states, or other countries, where organisational culture, management practices, labour regulations, and socio-economic conditions may differ significantly. Second, the study is focused on the garment manufacturing industry. The organisational structure, job duties, production processes, and work environments differ across industries. Therefore, the results may not apply to other industries such as healthcare, information technology, banking, education, construction, or government. Third, the study considered only three organisational variables: conflict management, job satisfaction, and employee performance. This investigation did not include other important variables that may influence employee performance, such as organisational commitment, leadership style, organisational culture, employee engagement, psychological well-being, work-life balance, occupational stress, emotional intelligence, and motivation. Fourth, the study used a sample of 472 employees representing different levels of the organisation. The sample was statistically adequate, but a larger sample across multiple districts or states would improve the generalisability and external validity of the findings.

Fifth, the study employed a cross-sectional research design to collect data at a single point in time. Employee attitudes and organisational conditions may change over time, so that longitudinal studies would provide a more complete picture of the effects of conflict management on employee outcomes at different stages of the organisation. Sixth, the study was based largely on self-report questionnaire responses. Self-reported data can be influenced by individual perceptions, response bias, social desirability bias, or temporary emotional states, potentially affecting the accuracy of the results. Seventh, employee

performance was primarily evaluated through the 360-degree appraisal system. While this method provides a complete view from management, co-workers, direct reports, and self-review, subjectivity may still affect performance ratings. Finally, external factors such as economic and labour market conditions, organisational restructuring, technological innovations, government policies, and post-pandemic workplace changes (beyond the scope of this study) may also affect employee satisfaction, conflict management practices, and organisational performance. Future researchers are encouraged to conduct comparative studies across multiple industries, larger geographical regions, and diverse organisational settings, using longitudinal designs and additional organisational variables to build a more comprehensive understanding of the factors that influence employee performance and workplace conflict management.

Acknowledgment: The authors gratefully acknowledge Shanmuga Industries Arts and Science College for its institutional support and encouragement throughout this research.

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

Funding Statement: No financial support or external funding was received for the preparation of this manuscript or the conduct of the research.

Conflicts of Interest Statement: The authors declare that there are no conflicts of interest in relation to this work. All information used in the study has been properly acknowledged through appropriate citations and references.

Ethics and Consent Statement: The research was conducted after obtaining consent from the relevant organization and individual participants during the data collection process. Ethical approval and informed consent from the participants were duly obtained.

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