



Bent and Fight, Survive and Succeed; Exploring the Relationship Among Conflict, Ethics, Resilience and Commitment

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Abstract

The study aimed at examining the effect of conflict management and ethical leadership on employee resilience and organizational commitment of the employees in the organizational setting of Pakistan. With quantitative approach, survey method was used. Data was collected on adopted instruments from 326 employees of private organizations through questionnaire. Partial Least Squares structural equation modelling was used to diagnose the data and test hypothesis on Smart-PLS. Bootstrapping was also performed for data analysis. The results show that there is positive effect of conflict management on employee resilience and organizational commitment. It was revealed that when leaders adopt ethical leadership style, employee tend to be more resilient in their work and their commitment towards that organization enhances. Organization should bread better conflict management policies and cultivate ethical leadership to mitigate the turn over, retain their best talent and augment their resilient abilities to face hardships in this ever-changing world.

Keywords: Ethical Leadership, Conflict Management, Employee Resilience

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INTRODUCTION

Conflict management is necessary for creating an environment, in which employees or overall organization can work in better way and enhances their skill and productivity (Brubaker, Noble, Fincher, Park, & Press, 2014). For the proper management of conflicts, leaders must follow leadership style, which is fair, and justice based and encourage ethics and moral. As it increases the employee's resilience and organizational commitment (Hassan, Wright, & Yukl, 2014). Conflict resolution is used when the parties having conflict about something come to a peaceful solution by accepting each other's existence, perception and finish all the issues between them (Wallensteen, 2002). According to Black and Mouton, there are five techniques of conflict resolution, smoothing, compromising forcing, withdrawing and problem solving (Wanyonyi, Kimani, & Amuhaya, 2015). These were further revised by Thomas and Kilmann in 1974 as accommodating, avoiding, collaborating, competing and compromising (Holt & DeVore, 2005). According to new approach, it is not enough that third party request for the settlement and negotiation. Along with this, it is also necessary that both the parties should be given proper instruction about what to discuss, in which conditions they can be agree and turn their contract into reality (Wallensteen, 2002). As this leadership style is based on ethics and morals, in which leader considers employee's voice, it not only leaves a positive impact on work environment, but it is also associated with task conflict and its better supervision (Walumbwa & Schaubroeck, 2009). Ethical leadership is the demonstration of those actions that are conducted under a normative way through the individual action and interactive relationship. They are then raised and promoted through communication with people and decision makers. For the better understanding of ethical leadership, some characteristics of ethical leaders should be understood because they are interlinked (Javed, Khan, Bashir, & Arjoon, 2017). The leader who have the qualities of honesty, have respect and care for others, integrity, fairness and one who stand for proper rights and principle decision making (Brown & Treviño, 2006; Javed et al., 2017). In present world, changes occur frequently, if the organization want to compete and maintain its growth and brand image, as it must adopt culture which support and cheer ethical activities or behavior. For maintaining ethical leadership, leaders encourage other by their action or be the role model for everyone in the organization (Brown, Treviño, & Harrison, 2005; Demirtas & Akdogan, 2015). Researchers are of the view that ethical culture or behavior at the work place is generally maintained by the managers of the organizations (Demirtas & Akdogan, 2015; Schein, 1985; Schminke, Ambrose, & Neubaum, 2005; Treviño, Hartman, & Brown, 2000). Ethical leadership impacts the organizational commitment. Previous researches has exposed that employees are more committed to their organization whose leader inspires, have consideration and encourage the participation of employee in decision making (Weichun Zhu, May, & Avolio, 2004).

The thought of organizational commitment is described by many scholars in different way. Organizational commitment is the acceptance of the goals and values by the members or employees of the organization and their willingness to work or make effort to achieve those goals and along with this also desire to keep their position in the organization. It is a person's own attractiveness towards their job (Demirtas & Akdogan, 2015). Employees can be committed from three different ways towards their organization. First, because of necessity, second, because of obligation and third commitment is because of their willingness. These distribution is given by Mayer and Allen (1984, 1991) (Demirtas & Akdogan, 2015; Gautam, Van Dick, & Wagner, 2004). With the organizational commitment, there is also one more thing which depends on employee's attractiveness towards the organization, and that is employee resilience. It is an ability of an individual to keep their working or functioning stable after facing an extremely difficult or disturbing situation or take these situation as opportunity for growth (Bonanno, 2004; Britt, Shen, Sinclair, Grossman, & Klieger, 2016). The

growth of this capability within the employees means that they use their past experiences and become more adoptive and flexible in the future (Näswall, Kuntz, Hodliffe, & Malinen, 2013). Employee resilience increases the organizational citizenship behavior and organizational commitment work as a mediator to reflect this relation (Paul, Bamel, & Garg, 2016).

If the organization manages the conflict between their employees properly, the employees can more easily cope up with difficult situations and take them as opportunities to grow healthy. It also increases the dedication of the employees towards the organization. Along with this ethical leadership style makes the employees more committed and motivated toward their work and for better future of the organization. The poor interactive relationship between workers and leaders reduces the effectiveness of employee and they have less attractiveness towards the organization and its goal achievements (Kassim, Abdullah, & Mansor, 2018). The purpose of this research is to explain the effect of better conflict management and ethical leadership on employee's ability of handling the problem and taking the problem as opportunity for their own benefits as well as for the organization and see the impact on their commitment towards the organization, like either they are satisfied, or they do it as compulsion.

THEORETICAL BACKGROUND

Leadership and management in an organization is necessary to maintain a better and peaceful environment, in which employee's capabilities enhances positively, their motivation increases, and they become more efficient and interested in their work (Zhang & Bartol, 2010). Emphasizing fair judgements, integrity, truth, and shared values in business activities, are the ethical ways to lead the employees, encourage commitment of the employees and positively shape their perception about their work and organization (Piccolo, Greenbaum, Den Hartog, & Folger, 2010). If the employees are committed or dedicated with the organization, it makes the organization use difficult situation as opportunity and use it for innovative purpose (Chordiya, Sabharwal, & Goodman, 2017). Organizational commitment can also be raised through different conflict management styles, but along with this positive conflict in good times enhances the healthy competition (Wanyonyi et al., 2015). Conflict resolution is used when the problem or issue arises between or among people about something, and they try to find solution by accepting each other's perception (Wallenstein, 2002). Employee resilience has an ability of an individual through which he or she can keep their working condition stable after facing any harsh situation or circumstances. They also take their problem or issues as opportunity for better success or positive growth (Britt et al., 2016). This capability of employee is very beneficial, and it can be achieve or improve through leadership, in which leader reinforces or support employee's performance and encourage it for better goal achievement (Nguyen, Kuntz, Näswall, & Malinen, 2016).

Conflict Resolution

Organizational conflict is a state in which an individual or group of people have social disorder because of negative environment or affects like frustration, anger or anxiety etc. At the workplace, employees or people face conflict when an ongoing dispute or unresolved problem hurts the interest, identity or security of one individual over the other (Oore, Leiter, & LeBlanc, 2015).

Employers or employees who have high resolution efficiency are more able to control workplace conflict. Workplace conflict often differentiates three categories of conflict through psychological research which includes relationship conflict, task conflict and process conflict (Babalola, Stouten, Euwema, & Ovadje, 2018). Relationship conflict arises when there is incapability about

personal beliefs, values or clashes in individual's character or nature. While the task conflict is about disagreement among employees due to imbalance in idea or opinion about the specific task performance (Simons & Peterson, 2000). In last process conflict define as the dispute which appears because of the process through which the task accomplishes or carry out (Babalola et al., 2018; Jehn, 1995; Oore et al., 2015).

Groups at the workplace which engage in relationship conflict often show high turnover rate, absenteeism or dissatisfied with their job or work. They have less attraction towards their work and because of it their productivity is very low than the group who have less relationship conflicts (Ayoko, Callan, & Hartel, 2003; Chiaburu & Harrison, 2008; Oore et al., 2015; van Vianen & De Dreu, 2001). For the conflict resolution and management among employees at the workplace, mediation and conflict coaching techniques are used in different countries over the past 30 years. In the collaborative process of conflict management, leader tries to reduce the cost of unsolved conflict through internal and external mechanisms (Brubaker et al., 2014). Experts and practitioners encourage to develop the integrated system for conflict management, in which they combine three options (interest based, rights based, power based) for the development of one ideal system (Brubaker et al., 2014).

Since 1990's, conflict management or resolution coaching techniques is used to reduce disputes among people. The idea of conflict management coaching is described as it is a process in which individual's competency and confidence increase through a proper training from experts (Huan & Yazdanifard, 2012). Through training, they learn that how to resolve or manage their conflict or problem interpersonally. This technique is result based and future based in which individuals learn to solve or manage their specific or personal conflict (Brubaker et al., 2014). For the conflict management, Rahim developed a model in 2002 which describes two dimensions. The first dimension defines the level in which a person concern for own self and the other dimension is that in which one expresses his concern for the satisfaction of other's need. (Kassim et al., 2018; M. A. Rahim, 2002). Rahim describes integrating, compromising and avoiding style of managing the conflict in his model. Integrating style is about the resolution of conflict through openness, sharing the information and clear understanding of problem among parties. Compromising is about dividing resources equally and avoid the solution which create unfairness for anyone. In avoiding, parties ignore the problem rather than solving it (Kassim et al., 2018)

Ethical leadership

With the passage of time, the consideration for organization ethics increasing that is encouraged the demand for ethical leadership. There are three different characteristic of ethical leadership; their actions are similar to their words, they always do justice or they have faith in equality and they transfer meaningful information to others (Javed, Rawwas, Khandai, Shahid, & Tayyeb, 2018). A behavior of a leader is indispensable to have the sense of well-organized working conditions and culture of the organization. The virtue and morality are the important elements in the leadership styles. The dominant characteristics in leadership are honesty and truthfulness. (Brown et al., 2005; Demirtas & Akdogan, 2015).

Behavior of the leader or the style of leadership should be ethical to get the effective work and achievements over the long term. The leaders must have the high moral and ethical behavior in their every day's deed, decisions and performance so that they influence others' behavior in the organization or make its subordinates to follow them by their own will (Manz, Anand, Joshi, & Manz, 2008). Philosophers, thinkers and many other leaders of the old times also highlighted the

importance of ethical leadership for centuries, this is in a way a discursive phenomenon. They stressed that if the effective governance is needed, the way to it is ethical leadership (Elçi, Şener, Aksoy, & Alpkın, 2012). There is a spark of this leadership style due to increased attention towards ethics because of misbehavior or disobedience in ethics, quite visible in the corporate scandals. (Manz et al., 2008; Toor & Ofori, 2009; Treviño & Brown, 2004).

Ethical leadership or employers of ethical leader can better manage conflict and self-regulate the behavior in social communication with their employees. Because they have skills to listen their employee's perspective or idea for the resolution or handling the conflict (Babalola et al., 2018). Ethical leadership or employers of ethical leader can better manage conflict and self-regulate the behavior in social communication with their employees. Because they have a skill to listen their employee's perspective or idea for the resolution or handling the conflict (Torvalds et al., 2014, Babalola et al., 2018).

Employee resilience

Employee resilience is based on organizational resilience. It is described as the awareness of overall organization's situation, its management of vulnerability and the capability to adopt the complex atmosphere (McManus, Seville, Vargo, & Brunson, 2008; Näswall et al., 2013). For this, effective management is required to overcome the crisis or problem which arises because of unfamiliar environment to achieve the organizational goals or objectives (McManus et al., 2008; Näswall et al., 2013). Resilience at the workplace is significant. Richardson mentions different flows of analysis on this phenomenon. The first stream emphasizes on the external and internal capabilities, resource and other factors of an organization which support employee employees to cope up with difficult situation effectively (Richardson, 2002; Shoss, Jiang, & Probst, 2018). It is the psychological resilience in which different abilities of individual to recover from stressful situation are considered (Block & Kremen, 1996; Shoss et al., 2018; Smith et al., 2008) while the other stream focuses on the tendency or readiness of managing the pressure and anxiety in a very good and adaptive way (Britt et al., 2016; Shoss et al., 2018). Former is "capacity of resilience" while the latter is "demonstration of resilience". Both the concepts define resilience differently albeit interlinked or intertwined (Shoss et al., 2018).

In the complex and unstable environment, a workforce which has the capability of resilience is pivotal for the positive response towards the achievement of organization goals, survival and future success (Cooke, Cooper, Bartram, Wang, & Mei, 2016; Wang, Cooke, & Huang, 2014). That's why the need of employee's resilience development is necessary and organizations have to invest in it for promising future (Cooke et al., 2016; Luthans, Vogelgesang, & Lester, 2006). For increasing the better competence and ability of resilience among employees, some HRM practices are proposed. Like establishment or betterment of social support system at work, trainings for resilience skills development, rewards and benefits for employees, better health and safety arrangements, flexibility in working conditions, risk management and some others. These techniques increase the resilience skills, as there are positively co-related (Bardoel, Pettit, De Cieri, & Mcmillan, 2014).

Organization Commitment

The thought of organization commitment is defined by scholars in a different way. The organizational commitment is a theoretical as well as practical struggle in the field of organizational behavior, human resources management and organization psychology (Allen & Meyer, 1996; Karim & Mohammad Noor, 2006; Mowday, Steers, & Porter, 1979; Porter, Steers, Mowday, & Boulian, 1974; Stevens, Beyer, & Trice, 1978). According to the Mowday (1979) organizational commitment is

expressed as the strength of the individual's recognition within himself and with the participation in a specific organization. He also defined the features of the organizational commitment. There are three features of organizational commitment, first, the employee or an individual has a strong trust and acceptance on organization, includes its goals and values. Second, the employee's willingness or enthusiasm to put the efforts for the organization image in front of other. Third, the employee willingness to be a part of organization or maintain their position in the organization because of satisfaction (Chordiya et al., 2017; Mowday et al., 1979).

Soldi and Zanelli (2006) recognized the six different styles of organizational commitment which includes affective, sociological, behavioral, affiliative, instrumental and normative. Though the unidimensional style of commitment greatly influenced the study of construct till 1980s and created the common measures and questioner for organizational commitment. It is a very large and great work in the field of organizational commitment and answer for many critics (Medeiros & Enders, 1998; Ramalho Luz, Luiz de Paula, & de Oliveira, 2018; Rodrigues & Bastos, 2010; Soldi & Zanelli, 2006). Mayer and Allen and some other contributors developed tridimensional model. According to them there are some important concepts of commitment but there it seems at least three general dimensions of organizational commitment. Affective commitment which is related to the attachment or willing to remain in the organization. Instrumental commitment is about the need to stay at the job or fear or losing the job because of no alternative. Normative commitment is a condition in which employee remain with the organization due to obligation or compulsion (Ramalho Luz et al., 2018; Rodrigues & Bastos, 2010). They both also claimed that normative and affective commitments will be associated with the performance positively. Although instrumental is negatively link with it (Metin & Asli, 2018; Soldi & Zanelli, 2006).

HYPOTHESES

Conflict Resolution and Organizational Commitment

Integrating style of managing the conflict is very important player in building a better and affective commitment towards the organization. Because in this employee try to find a creative solution of the problems by consider their own interest or needs as well as consider other's perspective and interest (Kassim et al., 2018). Although in the difference of this, Griffin and Steen stated that compromising style is more affective and positively co-related with the affective commitment and through withdrawing method, commitment level decreases (Griffin & Steen, 2011; Kassim et al., 2018). In 1978, London and Howat defined that avoiding style were negatively related with better commitment, although compromising and integrating are positively related toward better commitment or dedication for the organization (Kassim et al., 2018). Thus we hypothesized that;

H1: There is positive effect of better conflict management on organizational commitment of the employees.

Conflict Resolution and Employee resilience

Resilience of an individual is related with higher managing ability when there are large organizational changes occur (Chen, McCabe, & Hyatt, 2017; Wanberg & Banas, 2000). It is a secondary preventer for the job stress (Chen et al., 2017; Cooper & Cartwright, 1997). In recent year, a little research was carried out to see the impact of individual resilience on interpersonal conflict at the workplace in the construction industry. From this research, they generate the hypothesis that individual resilience is negatively co related with conflicts at the workplace (Chen et al., 2017). Therefore, we hypothesize;

H2: There is positive effect of better conflict management on Employee resilience.

Ethical Leadership and Employee resilience

Ethical leader breeds better behavior, increases the participation of the employees, develop their skills, encourage them to make effort to achieve their goal. These things then led towards the better employee resilience (Nguyen et al., 2016). Leaders who use positive reinforcer, like recognition, acknowledgment and appreciation on work increase employee’s ability of resilience (Nguyen et al., 2016). If the appropriate recognition with clear feedback on the work of employees is given to them, it improves their performance, motivation and cope up skills (London, Larsen, & Thisted, 1999; Nguyen et al., 2016). Thus, we hypothesized that:

H3: There is positive effect of Ethical Leadership on Employee resilience.

Ethical Leadership and Organizational Commitment

Ethical leadership is able to influence the behavior and attitude of employee or subordinates in the organization (Hassan et al., 2014) The managers who follow the ethical leadership style and have a high level of ethical leadership qualities, they do not only contribute to reduce unethical performance but also influence the behaviors of their subordinates. (Hassan et al., 2014; Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Resick, Hargis, Shao, & Dust, 2013; Walumbwa & Schaubroeck, 2009). Brown, Trevino and Harrison demonstrated that when the organization focused on ethical leadership which shows the positive effects on employee’s commitment towards the organization (Brown & Treviño, 2006; Hassan et al., 2014). The ethical leaders are honest, think about their employee, takes fair decision and makes fair decision which creates the high quality relation between leaders and employee and then employee shows loyalty to the leader and commitment to the organization (Brown & Treviño, 2006; Hassan et al., 2014). Therefore, we hypothesise;

H4: There is positive effect of ethical leadership on organizational commitment.

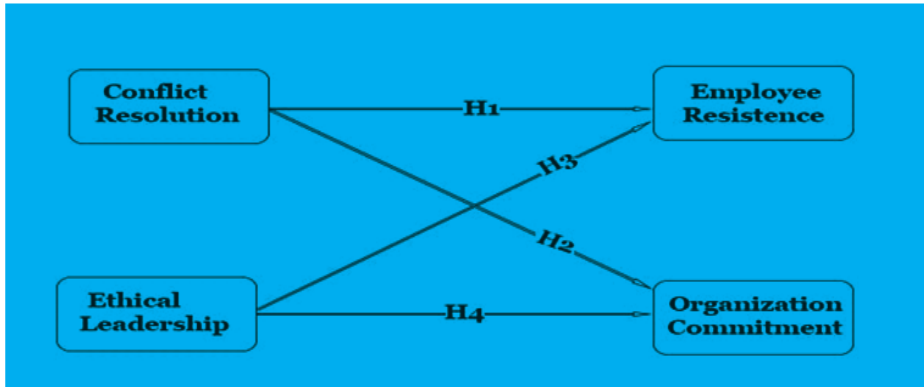


Figure 1.

METHOD

Quantitative approach (Creswell, 2014) and survey method (Vaus De, 2013) was used for this study. Structured questionnaire was prepared with adopted instruments and distributed to 390 employees of the organizations, out of which 326 were used for analysis. Partial Least squares Structural equation modelling (PLS-SEM) was implied to test the hypothesis (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014) on Smart-PLS software. Data was diagnosed by testing internal consistency, validity, composite reliability and discriminant validity. The constructs were checked whether they are free from multi-collinearity. For hypothesis testing, bootstrapping was performed with 5000 random samples on Smart-PLS.

Measurement

Conflict management was measurement with the 9 items adapted from (Chen, Liu, & Tjosvold, 2005). Ethical leadership was measured by 10 items on 5 point Likert scale, adopted from (Brown et al., 2005). For employee resilience, 9 items were used from (Tonkin, Malinen, Näswall, & Kuntz, 2018). Organizational commitment was measurement with 4 items on Likert scale adopted from (Ferris & Aranya, 1983).

RESULTS

Participants

There were 326 respondents, from which 187 were male representing 57.4 percent of total sample and there are 139 female respondents who constitute about 42.6 percent of total sample making cumulative of 100.0 percent.

Reliability, Validity and Collinearity

The data of 326 sample was diagnosed and tested with structural equation modelling in the Smart PLS software. We are starting the Reliability and validity analysis. For internal consistency, the first parameter is Cronbach alpha, the acceptable value is above 0.7 (George & Mallery, 2003). The more robust test for internal consistency is composite reliability whose acceptance level is above 0.7 (Nunnally, 1979). Convergent validity is determined with average variance extracted (AVE), and its preferable to have above 0.5 AVE (Fornell & Larcker, 1981). Table 1, shows that Cronbach alpha and composite reliability of all the constructs are above 0.7 and AVE of all constructs is 0.5. For Discriminant validity, the first test is cross loading (Roldán & Sánchez-Franco, 2012), for which it was tested that the indicators should have higher correlation with their respective latent variable then with other variables. Table 2, ascertains that all the indicators fairly meet the required criteria. Another conservative test for discriminant validity is Hetrotrail-Monotrait Ratio of Correlations (HTMT), and if the values of constructs are below 0.9, then discriminant validity is established (Henseler, Ringle, & Sarstedt, 2014). In our study, HTMT values of all, as depicted in Table 3, the constructs are below 0.9. Table 2 presents cross loading of individual indicators of all constructs, which yet another measure of discriminant validity. All the items are having loading of more than 0.7 with their respective construct. Therefore, the constructs used in this study meet the requirement of internal consistency, convergent validity and discriminant validity. Multi-collinearity between indicators was also tested and the values of all indicators, depicted in table 4, are below 5, which means every indicator itself is separately useful in this model, and there is no redundancy.

Table 1.
Construct Reliability and Validity

Constructs	Cronbach-Alpha	Composite Reliability	Average Variance Extracted
Conflict Resolution	0.897	0.913	0.546
Employee Resilience	0.942	0.943	0.684
Ethical Leadership	0.922	0.926	0.587
Organization Commitment	0.911	0.912	0.849

Table 2.
Cross Loading

	CR	EL	ER	OC
CR1	0.791	0.564	0.227	0.526
CR2	0.822	0.533	0.217	0.501
CR3	0.812	0.451	0.11	0.443
CR4	0.752	0.391	0.226	0.423
CR5	0.765	0.446	0.149	0.43
CR6	0.719	0.356	0.209	0.29
CR7	0.662	0.27	0.085	0.292
CR8	0.659	0.298	0.131	0.277
CR9	0.643	0.347	0.124	0.347
EL1	0.142	0.793	0.426	0.527
EL2	0.204	0.811	0.353	0.448
EL3	0.151	0.738	0.359	0.344
EL4	0.104	0.759	0.309	0.321
EL5	0.219	0.756	0.355	0.37
EL6	0.153	0.758	0.376	0.369
EL7	0.212	0.779	0.38	0.39
EL8	0.229	0.778	0.387	0.359
EL9	0.186	0.761	0.355	0.319
EL10	0.148	0.726	0.35	0.384
ER1	0.51	0.424	0.853	0.494
ER2	0.443	0.44	0.831	0.432
ER3	0.463	0.378	0.826	0.45
ER4	0.49	0.401	0.843	0.472
ER5	0.505	0.355	0.81	0.42
ER6	0.423	0.417	0.764	0.418
ER7	0.494	0.373	0.826	0.387
ER8	0.429	0.409	0.827	0.46
ER9	0.484	0.371	0.861	0.46
OC1	0.487	0.458	0.488	0.916
OC2	0.549	0.528	0.446	0.927
OC3	0.482	0.496	0.47	0.921

Table 3.
Hetrotrail-Monotrait Ratio of Correlations (HTMT)

Construct	Conflict Resolution	Ethical Leadership	Employee Resilience	Organizational Commitment
Conflict Resolution				
Ethical Leadership	0.596			
Employee Resilience	0.244	0.512		
Organizational Commitment	0.585	0.579	0.546	

Table 4.
Collinearity VIF Values

Indicator	Conflict Resolution	Employee Resilience	Ethical Leadership	Organizational Commitment
1	2.335	2.118	2.88	2.914
2	2.86	2.381	2.576	3.213
3	2.73	1.916	2.56	3.144
4	2.027	2.059	2.759	
5	1.982	2.001	2.412	
6	2.244	1.996	2.022	
7	2.39	2.07	2.593	
8	2.342	2.197	2.744	
9	1.744	2.07	3.235	
10		1.78		

Hypothesis Result

Results of Hypothesized model are presented in figure 1 and table 5. Conflict resolution has positive effect on employee resilience [$\beta = 0.487$; $t = 8.246$; $p < 0.001$]. Conflict resolution has also positive effect on organizational commitment [$\beta = 0.458$; $t = 8.379$; $p < 0.001$]. Employees become more resilient with their work and situation if their conflicts and issues are better resolved. They are also expected to stay long in the organization. Ethical leadership also has positive effect on the resilience of employees [$\beta = 0.368$; $t = 5.896$; $p < 0.001$]. Ethical leadership has positive effect on organizational commitment as well [$\beta = 0.403$; $t = 9.238$; $p < 0.001$]. When leader displays ethical leadership, followers become more resilient and more committed towards the organization.

Table 5.
Results of Structural Model

Path	Path Coefficient	t-Value	Inference
H1: CR-ER	0.487	8.246	Supported
H2: CR-OC	0.458	8.379	Supported
H3: EL-ER	0.368	5.896	Supported
H4: E L-OC	0.403	9.293	Supported

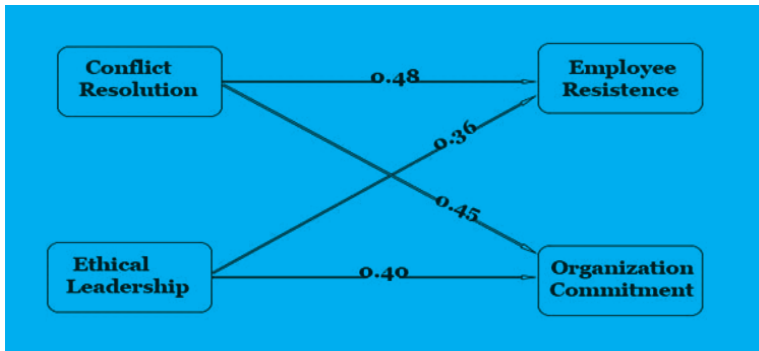


Figure 2.

DISCUSSION

The result shows that the organizations in which conflicts are managed or resolved properly, the ability of their employees to cope up from the issues or problem is likely to be optimized. This result is relevant from the previous study which says that employees’ satisfaction with their jobs and their decision making skills are better when their conflicts are managed properly (Paul, Seetharaman, Samarah, & Mykytyn, 2004). Another study suggests that resilience of an employee is linked with their job performance, work happiness, and organizational commitment (Youssef & Luthans, 2007). Moreover, constructive conflict resolution has a notable influence on employees’ performance, their behavior and satisfaction level (Coggburn, Battaglio, & Bradbury, 2014). Individual resilience is correlated with personal conflicts at workplace, more flexibility in behavior leads to less issues or conflicts (Chen et al., 2017).

The results also suggest that the organizations which focus on maintaining an environment where there are less, or no conflicts arise among the employees has greater chances that their employees are more intended to stay or committed with their organizations. This result reinforces previous literature. One research shows that affective commitment of employee is improved by adopting different conflict management style (Kassim et al., 2018). A study of Kenya also did a similar study in 2015, in which they reveal that resolution of dispute among employees with different manners is vital to make their commitment strong to stay in the organization (Wanyonyi et al., 2015). However, in the same article, the effects of conflict resolution are also shown on organization justice. One more previous study which extends relevancy to our results propound that if disagreements are settled in a peaceful environment, they will lay a good impact on employees’ engagement and innovative

behaviors (Jung & Yoon, 2018). In the organizations, if the solutions of clashes or conflicts are assessed and concluded with a proper management, the likelihood of the occurrence of the same conflicts will be mitigated in the future (A. Rahim & Bonoma, 1979).

The result of our study reveals that the leadership style, which is based on ethical and moral grounds, aids the capability of employees to manage and handle the problems and issues in a better way and then behave normally after facing those situations or problems at their respective workplaces. The similar researches which have been conducted before state that leaders who use positive reinforcers, like recognition, acknowledgment and appreciation on work amplify employees' capacity for resilience (Nguyen et al., 2016). However in the same article, the influence of different leadership styles on employees' resilience is determined (Nguyen et al., 2016). Some relevant researches also conducted before. An article expresses that transformational leadership is positively associated with subordinate resilience. The leaders who create positive and valuable changes in their followers through their specific leadership style are more likely to give rise to the elasticity or flexibility in their employees (Harland, Harrison, Jones, & Reiter-Palmon, 2005). Ethical leadership is also related to negative moral equity judgments of workplace deviance (Resick et al., 2013).

Leaders who adopt ethical way of leadership with their followers, directly increases the commitment of their subordinates with the organization. The same researches were conducted before which describes that ethical leadership grows the organizational commitment in employees (Weichun Zhu et al., 2004), ethical leadership and organizational commitment are positively co-related (Wang et al., 2014). According to one more study, ethical leadership has a positive influence on affective employee's commitment, job satisfaction, organization culture and outcomes, which give relevancy and similarity both (Toor & Ofori, 2009). Ethical leadership is also associated with employees' negative moral equity judgments (Resick et al., 2013). It also augments employee's trust on their leaders and organizations (Weichun Zhu et al., 2004).

IMPLICATION

This study reinforces previous literature as it found the positive effect of conflict resolution and ethical leadership on organizational commitment, while it empirically tested relatively novel construct, employee resilience. In that way, it provides theoretical platform which shows that both, conflict management and ethical leadership fosters resilience abilities in employees.

Practical implications of this are profound it suggests that employees, managers, leaders and senior management to cultivate conflict free environment, conflict management base and ethical leadership style, if they want the employees to be ready for challenges and hard times. It also recommends that human resource department of organizations should pay extra heed and hamper any on-going conflict among individual should not spread as it ultimately it will affect the mettle of employees and result in surge in turn over and poor resilience in employees.

RECOMMENDATION

This research is limited toward the sample from the organizations of one city, so it may be replicated in other cities. Moreover, we recommend use employee resilience as mediator and test its effect on other organizational outcomes such as performance, work engagement, better followership. We also recommend conducting qualitative exploration of employee resilience and conflict resolution in organizations of Pakistan, since both phenomena are discursive and should be contextually studied.

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