

Exploring the Role of Conflict Management, Work-Life Balance, and Employees' Performance in the Garment Industry

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Abstract: Employee Conflict Management is a proactive approach within an organization to identify, address, and resolve workplace conflicts through open communication, collaboration, negotiation, and mediation, thereby creating a productive, respectful, and harmonious work environment. Effective conflict management reduces interpersonal conflicts, improves teamwork and encourages positive relationships between employees and management, leading to better organizational performance. This research paper examines the importance of conflict management and work-life balance in shaping employee performance in the garment sector. A total of 472 employees from reputable garment companies participated in the study, and the researchers selected respondents using a simple random sampling technique to ensure equal representation. The researchers used a structured questionnaire to collect primary data and analyzed it using statistical methods to examine relationships among the study variables. Through cooperation, mutual trust, and open communication between employers and employees, good conflict management creates a stress-free workplace. The study also indicated that work-life balance promotes mental health, job satisfaction, motivation, and organizational commitment. Employees who feel supported by company rules and have a healthy work-life balance are more productive, efficient, and effective. The study found that conflict management and work-life balance are interrelated organizational factors that improve employee satisfaction, reduce workplace stress, strengthen organizational relationships, and maximise employee performance, resulting in sustainable productivity, organizational effectiveness, and long-term business success in the garment industry.

Keywords: Conflict Management; Garment Industry; Sustainable Productivity; Organizational Effectiveness; Mutual Trust; Open Communication; Job Satisfaction; Work-Life Balance.

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1. Introduction

When people work in large groups, conflict is one of the most predictable outcomes [1]. Managers spend most of their time resolving conflicts rather than on operational activities. Employee conflict management is the proactive process of identifying and resolving disputes through open communication, collaboration, and mediation to maintain a productive and respectful

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workplace [4]. Employers can manage it through key strategies, including active listening and fostering constructive dialogue between employers and employees. Similarly, employee work-life balance in these companies is the equilibrium between professional responsibilities and personal life, helping them manage work while enjoying health, family, and hobbies [3]. Conflict management and work-life balance are essential in achieving productivity, reducing burnout, and boosting retention. It is difficult for them to follow the key drivers, which include flexible hours, reasonable workloads, supportive management, and paid leave, within their limited budget [8]. They focus more on objectives and use techniques such as compromise or collaboration to find sustainable solutions within companies. To achieve job satisfaction and optimal employee performance in garment companies, they often adopt prompt intervention to address issues using the concepts of recognize, respond, resolve, and reflect [10].

Garment companies recently introduced a system to encourage open communication, creating a safe, private, and neutral environment where employees can voice concerns without fear of retaliation [2]. Top-level management focuses on understanding the underlying needs and perspectives of all stakeholders in the organization, rather than blaming employees alone [5]. Together, conflict management and work-life balance guide employees to find mutually beneficial solutions, leading to job satisfaction and optimal performance. They focus on specific behaviours or issues rather than personal differences to resolve conflicts. Employee job satisfaction is the level of contentment, fulfillment, and positive emotional state an employee feels toward their work, including compensation, environment, and leadership. High satisfaction in garment companies increases productivity, improves retention, and decreases turnover, while low satisfaction leads to disengagement [6]. So, these companies focus on meaningful work, fair compensation, career growth, and supportive management. Employee performance in garment companies is measured by how effectively and efficiently an employee executes job duties, meets goals, and contributes to company success through quality work, behaviour, and timeliness [17]. It goes beyond output to encompass skills, adherence to company values, and team collaboration: clear goals, continuous feedback, and a positive culture foster high performance. Therefore, the present study focuses on the cumulative impact of conflict management and work-life balance on employee performance in garment companies in the study area [18].

2. Literature Reviews

Kamaraj and Pandu [8] reported that satisfaction levels are low among women's SHGs and increase as their income levels rise. Alhaider and Alqahtani [1] identified the role of conflict management in an organization and the impact of the current state of work-life balance on organizational performance. Through rigorous statistical analysis, this research finds that organizations can resolve conflict through empowerment and special care for employee well-being. Organizational support for monetary and non-monetary job satisfaction can rapidly increase organizational performance. Kamaraj and Venkatesan [9] concluded that developing a new appraisal system motivates employees' hard work and improves performance. Al-Twal et al. [2] have mainly focused on establishing the direct correlation between the cumulative impact of conflict management and work-life balance on both job satisfaction and employee performance. Human resources management practices in these companies mainly focus on supporting employees' organizational and personal lives, along with monetary and non-monetary benefits, thereby improving individual efficiency and organizational performance. Muslim et al. [3] have identified the predominant reasons for conflict management, namely workload and work stress, and their subsequent impact on work-life balance and the performance of the employees.

Employee satisfaction with non-monetary benefits generally stems from a reasonable workload and a stress-free atmosphere in the organization's premises. A heavy workload often causes a wide range of conflicts within the organization and hinders employees' participation in and performance in organizational participation and performance improvement programs. Febrian [4] focused on analysing the relationship between employees' and employers' leadership styles in resolving conflicts within the organization, effective conflict management and programs for the best work-life balance. The study found that high employee performance can be identified through high satisfaction with organizational premises and through trust- and openness-based strategies within the organization to encourage leadership abilities. HakemZadeh et al. [5] established and validated the components of conflict management and work-life balance as the work-life interface and a constructive approach to employees' professional and career development. Employee retention strategies and organizational empowerment programs are important components of the work-life interface for retaining and motivating employees amid ongoing developments. Wahyuni et al. [6] have evaluated the factors influencing conflict management, namely work overload, lack of monetary and non-monetary benefits, and turnover intention among employees.

They found that work overload directly affects employees' work-life balance, and that conflict management has a cumulative impact on individual and organizational performance and employee satisfaction. Kurnia and Khairunnisa [11] identified the components of work-life balance and their respective correlations with conflict management components to improve employees' personal, organizational and professional lives. Trust and openness strategies, as well as employee retention strategies, are important for providing organizational empowerment, avoiding conflicts, improving work-life balance, and increasing employee satisfaction. Natsir et al. [12] clearly identified the role of leadership styles and the factors influencing job satisfaction,

namely effective compensation, employee competence, and strategies for optimizing organizational performance. These strategies can also create organizational conflicts, poor work-life balance, and diverted employee attention. Competency development and effective leadership styles can optimize organizational performance. Peretz [14] compared organizations that practice sustainable human resources management to examine the impact on job satisfaction and employee performance through well-planned conflict management and optimal work-life balance.

Human resources management focuses on interpersonal relationships, trust, openness, and employee retention strategies to provide greater assurance about career development, monitoring, and non-monetary benefits, as well as a stress-free atmosphere. John and Pramila [7] identified employees' significant roles and activities in the organizational work environment, including family issues, social connections, public participation, holiness, individual growth, and freedom activities. Employee job and family stability focuses on balancing and fulfilling responsibilities to meet organizational expectations. Conflicts and balancing problems occur among employees, colleagues and role-related partners in organizational settings and family environments. Pratiwi and Rizky [15] empirically proved the two conceptually related aspects of job satisfaction and employee performance. They found that these aspects are not identical and can be considered constructs of labour–lifetime 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 interaction between work and personal family characteristics. Pandu and Kamaraj [13] found a relationship between age, workers' participation, and organizational effectiveness; however, they found no relationship between years of experience and satisfaction with existing management practices. Ramadhani and Ekowati [16] identified the predominant roles of employee performance and job satisfaction in three types of experiences employees encounter as they try to manage multiple roles within the organization. They also identified work–family conflict, followed by strain arising from the unsuitability or incongruence of notions among employees, colleagues and family members. Employee demands in the work environment focus on stress-free roles that help achieve organizational goals.

2.1. Research Gaps

A meticulous review of national and international literature on conflict management, work-life balance, and employee performance led the researcher to identify three important research gaps that national and international research has not empirically addressed:

- Intercorrelation between conflict management and work-life balance perception of employees in a particular industry.
- Employees' conflict management and work-life balance cumulatively influence outcomes within an industry.
- Employee performance depends on conflict management and work-life balance as perceived in personal and organizational life.

Therefore, this research aims to address these three research gaps and provide empirical evidence of the intrinsic and extrinsic relationships among conflict management, employee performance, and work-life balance.

2.2. Objectives of the Study

The following research objectives address the research gaps:

- To understand and learn the demographic profile of employees and to measure the intrinsic relationships between conflict management and work-life balance.
- To find the nature of the relationship between conflict management and the performance of the employees.
- To investigate the influence of conflict management, work-life balance, and their performance in the garment companies in the study area.

2.3. Hypotheses

The following hypotheses are derived from the gaps in the literature and the consequences of the objectives of the research, namely:

- Conflict management has a notable effect on employees' work-life balance.
- Conflict management has a huge impact on employee performance.
- Work-life balance greatly influences employee performance.

3. Research Methodology

This research uses primary data collected from employees of garment companies in the study area. The research questionnaire covers conflict management, work-life balance, and employee performance. The first section includes employees' demographic and organizational details, followed by 10 statements on conflict management, work-life balance, and employee performance, rated on a 5-point Likert scale. After formulating the questionnaire based on gaps in the literature and the study objectives, the researcher adopted a three-stage methodology: a pretest, a pilot study and the main study. The pretesting stage helped the researcher make minor corrections to the questionnaire after consulting subject experts, statistical experts and employees and employers in the garment industry to identify practical issues in those companies. After making a few small corrections based on the suggestions, the researcher conducted a pilot study to assess the reliability of the questionnaire statements. The researcher then used simple random sampling to collect responses from the top 10 companies in the study area, obtaining 100 responses. The researcher analyzed the collected responses using Cronbach's alpha to assess reliability. The reliability coefficient is 0.872, exceeding the required benchmark of 0.75. This indicates that respondents understood all statements on conflict management, work-life balance, and employee performance, supporting the high reliability. After the pilot study, the researcher conducted the main study, involving 10 popular garment companies in the study area and distributing 50 questionnaires to each company, yielding 472 responses. The sample size was 472, and the sampling method was random. The researcher appropriately coded the responses numerically and entered them into SPSS version 25 to investigate the intrinsic and extrinsic relationships among the three components of the research. The researcher used simple percentage analysis, linear multiple regression analysis, and structural equation modeling to analyse the primary data obtained from employees of garment companies.

4. Analysis and Discussions

The preliminary investigation of demographic variables for employees in the garment industry clearly revealed the following frequency distributions for age, gender, designation, experience, marital status and income. As shown in Table 1, the sample unit consists of 40.6% male employees and 59.4% female employees, contributing to the garment industry's development in the study area. The sample unit also comprises 39.8% younger employees (20 to 30 years), followed by 36.0% in the 31 to 40 age group, 15% in the 41 to 50 age group, and 9.1% 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 Garment companies.

Table 1: Demographic distribution of respondents

Variables	Category	Frequency	Percent
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 yrs	156	33.1
	5-10 yrs	118	25.0
	10-15 yrs	107	22.7
	>15 yrs	91	19.3
	Total	472	100.0
Marital Status	Single	143	30.3
	Married	329	69.7
	Total	472	100.0
Income	Less than Rs.10,000	200	42.4
	Rs.10001-20000	121	25.6
	Rs.20001-30000	117	24.8
	Above Rs.30000	34	7.2
	Total	472	100.0

Source: Primary Data

The study segments employees in garment companies by income. It is 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 at least 7.2% have an income above 30,000, respectively. 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. As far as the experience of the employees is concerned, most of the employees, particularly 30.3% of employees, have less than 5 years of experience; 25% of employees have 5 to 10 years of experience; and 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, work-life balance, and employee performance, through their indicators (Table 2).

Table 2: Correlation for performance

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.674 ^a	.455	.452	.50627
a. Predictors: (Constant), Work-Life Balance, Conflict Management				

The researcher considered conflict management and work-life balance as independent variables and employee performance as the dependent variable. Therefore, the researcher used linear multiple regression for the independent and dependent variables, followed by linear multiple regression for the dependent variable, employee performance, as shown in the following Table 3. From the correlation coefficient table, R-squared is 0.455, which exceeds the required benchmark of 0.30. Therefore, the independent variables, conflict management and work-life balance, have a tremendous impact on employee performance. The following ANOVA table further supports this. From the analysis of variance table, the F-value is 195.515, and the significance value is 0.000, which is statistically significant at the 5% level.

Table 3: ANOVA for performance

Model	Sum of Squares	Df.	Mean Square	F	Sig.
1 Regression	100.223	2	50.112	195.515	.000 ^b
Residual	120.208	469	.256		
Total	220.431	471			
a. Dependent Variable: Performance					
b. Predictors: (Constant), Work-Life Balance, Conflict Management					

Therefore, conflict management and work-life balance are crucial to employee performance. The following Table 4 shows the individual influence. From Table 4, conflict management has a beta value of 0.562, a t-value of 14.158, and a significance level of .000, all of which are statistically significant at the 5% level. This shows that conflict management directly affects employee performance in the garment industry.

Similarly, work-life balance has a beta value of .183 and a t-value of 4.623, with significance at .000, indicating that it contributes to employee performance. The researcher computed total average scores for all three aspects and ran a Pearson correlation analysis; the results are presented below.

Table 4: Individual influence on performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	2.473	.079		31.410	.000
	Conflict Management	.558	.039	.562	14.158	.000
	Work-Life Balance	.133	.029	.183	4.623	.000

From Table 5, the correlation coefficients between conflict management and work-life balance (.525) and between conflict management and performance (.662) are highly significant and exceed the 0.3 benchmark. This shows that employees' perceptions of conflict management in the garment industry align well with work-life balance and performance.

A similar correlation analysis from Table 5 revealed that work-life balance is highly and significantly correlated with employee performance (.485). This shows that work-life balance is essential to employee performance, and that the four aspects identified 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 5: Correlations among the three aspects

Variables	Statistics	Conflict Management	Work-Life Balance	Performance
Conflict Management	Pearson Correlation	1	.525	.662
	Sig. (2-tailed)		.000	.000
	N	456	456	456
Work Life Balance	Pearson Correlation	.525	1	.485
	Sig. (2-tailed)	.000		.000
	N	456	456	456
Performance	Pearson Correlation	.662	.485	1
	Sig. (2-tailed)	.000	.000	
	N	456	456	456

The 31-40 age group plays a significant role in perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing ($F=13.989$, $p=0.000$), compromising ($F=14.134$, $p=0.000$), collaborating ($F=16.269$, $p=0.000$), avoiding ($F=6.317$, $p=0.000$), accommodating ($F=15.407$, $p=0.000$), and work-life balance ($F=10.258$, $p=0.000$) are significantly related to age groups as revealed by the p-values. Respondents in that age group have the knowledge to manage workplace conflict. Gender significantly influences perceptions of conflict management and performance. The relationship was estimated using ANOVA, which showed that competing ($F=11.725$, $p=0.000$) is significantly related to gender (Table 6).

Table 6: ANOVA – personal variables

Personal Variables	Factors	F	Sig.
Age	Competing	13.989	.000
	Compromising	14.134	.000
	Collaborating	16.269	.000
	Avoiding	6.317	.000
	Accommodating	15.407	.000
	Work-life Balance	10.258	.000
Gender	Competing	11.725	.000
Designation	Competing	7.816	.000
	Compromising	5.102	.000
	Collaborating	6.023	.001
	Avoiding	12.516	.000
	Accommodating	11.754	.000
	Work-life Balance	13.341	.000
Experience	Competing	9.886	.000
	Compromising	17.346	.000
	Collaborating	14.458	.000
	Avoiding	34.516	.000
	Accommodating	18.882	.000
	Work-life Balance	11.333	.000
Income	Competing	11.765	.000
	Compromising	7.835	.000
	Collaborating	12.086	.000
	Avoiding	5.244	.001
	Accommodating	26.258	.000
	Work-life Balance	9.155	.000
Marital Status	Collaborating	12.334	.000

Most female respondents compete with male employees and avoid workplace conflict to maintain work-family balance. Operational level designation significantly influences perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing ($F=7.816$, $p=0.000$), compromising ($F=5.102$, $p=0.000$), collaborating ($F=6.023$, $p=0.000$), avoiding ($F=12.516$, $p=0.000$), accommodating ($F=11.754$, $p=0.000$), and work-life balance ($F=13.341$, $p=0.000$) are significantly related to designation, which is revealed by the p-values. Operational-level employees experience work pressure-related conflict. Experience of 5-10 years plays a significant role in perceptions of conflict

management and performance. The relationship was estimated using the ANOVA, which reveals that the competing ($F= 9.886$, $p=0.000$), compromising ($F=17.346$, $p=0.000$), collaborating ($F= 14.458$, $p=0.000$), avoiding ($F=34.516$, $p=0.000$), accommodating ($F=18.882$, $p=0.000$), and work-life balance ($F=11.333$, $p=0.000$) are significantly related to 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 influences perceptions of conflict management and performance. The relationship was estimated using the ANOVA, which reveals that the competing ($F= 11.765$, $p=0.000$), compromising ($F=7.835$, $p=0.000$), collaborating ($F= 12.086$, $p=0.000$), avoiding ($F=5.244$, $p=0.000$), accommodating ($F=26.258$, $p=0.000$), and work-life balance ($F=9.155$, $p=0.000$) are significantly related to income is revealed by the p-values.

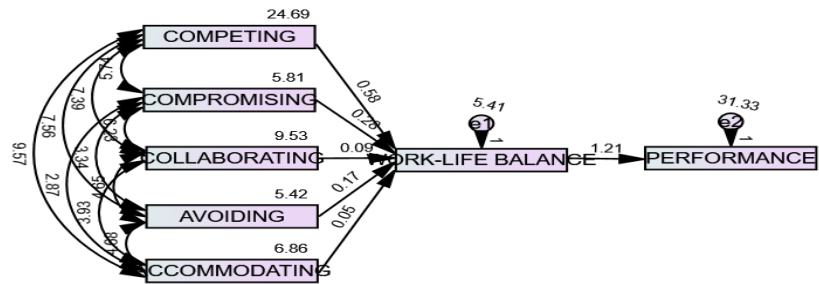


Figure 1: Structural equation model

Employees in the income group of less than Rs.10,000 focused on improving performance. Marital status significantly affects perceptions of conflict management and performance. The relationship was estimated using ANOVA, which revealed that collaborating ($F= 12.334$, $p=0.000$) is significantly related to married employees. Married employees use conflict management strategies to handle heavy work both at home and at work. After this rigorous statistical regression analysis, the researcher intends to build a structural equation model to compute the total average scores for conflict management, work-life balance, and employee performance. The structural equation model is presented in Figure 1 and Table 7.

Table 7: Model fit indices for hypothesis testing

No.	Fit Indices	Values	Benchmark Values
1	Chi-square	12.532	-
2	P-value	0.001	>.05
3	Goodness of fit index (GFI)	0.991	>.9
4	Comparative fit index (CFI)	0.990	>.9
5	Normed fit index (NFI)	0.988	>.9
6	Root Mean Square Error of Approximation (RMSEA)	0.072	<=0.08

Tables and Figure 1 show that, for conflict management, work-life balance, and employee performance, each of the six component variables and their correlations are highly significant, and the 6 fit indices meet the required benchmark values for all three aspects. This shows that the six variables generated from the literature reviews capture the meanings of conflict management, work-life balance, 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. Table 7 further examines the model's fit, presenting 6 fit indices and their benchmark values. All 6 fit indices meet the required benchmark values and support testing the following hypotheses:

- Conflict management notably influences employees' job satisfaction.
- Conflict management significantly affects employee performance.
- Work-life balance significantly impacts employees' job satisfaction.
- Work-life balance significantly influences employee performance.

The model indicated that the correlation values and best-fit indices showed that all 4 hypotheses proposed by the researcher are statistically significant, accepted and supported at the 95% confidence level.

4.1. Findings

The findings provide strong empirical evidence that conflict management is a critical determinant of employee well-being, job satisfaction and organizational performance in the garment industry. The statistical analysis shows that employees view conflict

as an inherent part of organizational life. However, how organizations manage conflict significantly shapes workplace relationships, motivation, productivity, and overall organizational effectiveness. The findings suggest that organizations with established conflict-management practices create a healthier, more supportive work environment where employees are motivated to cooperate, communicate openly and work toward organizational goals. One main finding is that effective conflict management reduces interpersonal tensions between employees and conflicts between employees and management. Garment manufacturing is a very labor-intensive process that requires constant coordination among workers, supervisors and managers. Workplace conflict can easily arise from misunderstandings, communication gaps or perceived unfairness, reducing morale and productivity. The study found that organizations with effective grievance-handling mechanisms, transparent communication channels and participative leadership styles have fewer workplace conflicts than organizations with weak communication and limited managerial support. The analysis also revealed that conflict management plays a significant role in maintaining a stress-free organizational climate. Employees in organizations that resolve conflicts fairly and quickly report lower levels of workplace stress and greater emotional stability. A harmonious work environment enables employees to focus on their assigned duties rather than personal conflicts, thereby enhancing focus, dedication and job quality.

These findings suggest that organizations should view conflict management not only as a remedial mechanism but also as a strategic human resource practice that contributes to long-term organizational sustainability. Another important result concerns the relation between conflict management and job satisfaction. Employees who believed organizational policies were fair, supervisors were approachable, and disagreements were resolved impartially reported higher satisfaction levels. The study found that both monetary and non-monetary factors affect job satisfaction. Although competitive wages and incentives remain important, employees also want respect and recognition, supportive supervision, opportunities for participation, and healthy interpersonal relationships. Statistical evidence shows that employees who experience constructive conflict resolution display greater organizational commitment, higher morale and greater willingness to contribute beyond their formal job responsibilities. The study also revealed a positive correlation between work-life balance and employee satisfaction. Those employees who balanced work responsibilities with personal commitments reported lower stress and higher motivation. The garment industry is often linked to long working hours, strict production deadlines and repetitive tasks, so work-life balance is especially important. Employees reported that flexible scheduling, supportive leave policies, supportive supervisors, and family-friendly organizational practices positively affect their psychological well-being and work performance. These findings support the argument that organizations should adopt employee-centered policies that balance professional and personal responsibilities.

The findings also suggest that employees with better work-life balance show higher organizational commitment and better performance. Workers who see their organizations as responsive to their personal needs are more loyal, less absent, more punctual and more productive. Thus, the study confirms the importance of work-life balance as a key mediator between organizational practices and employee performance. Employee performance was strongly related to both conflict management and work-life balance. Workers who reported less conflict at work and supportive working conditions reported higher efficiency, teamwork, and willingness to participate in initiatives to improve the organization. Good conflict management helps employees channel their energy into productive activities rather than interpersonal disputes. Similarly, employees who balance their personal and professional lives are more focused, physically healthier and psychologically ready to perform their duties effectively. The results also show that organizational empowerment significantly affects employee performance. Employees appreciated having a voice in decision-making, the opportunity to express concerns, and the chance to contribute ideas to improve the organization. This sense of empowerment leads to self-confidence, ownership and responsibility, which then improve organizational performance. When employees feel empowered, they are more likely to identify problems proactively, suggest solutions, and support continuous improvement efforts. Research indicates that leadership has a role in effective conflict management. Supervisors and managers are crucial in shaping organizational culture through their communication, fairness and ability to resolve conflicts objectively.

Employees reported higher satisfaction when their supervisors showed empathy, transparency and consistency in decision-making. Leadership practices that emphasized trust, cooperation and mutual respect were found to enhance interpersonal relationships and reduce workplace tensions. The research also shows that employee satisfaction and workplace harmony directly affect an organization's productivity. Competitive markets for garment companies depend heavily on maintaining consistent production quality and delivery schedules. Workplace conflicts disrupt production procedures, reduce employee morale and inflate operational costs through absenteeism, labour turnover and reduced efficiency. In contrast, organizations that invest in conflict prevention, employee welfare and work-life balance are more productive, deliver higher-quality products and build a stronger organizational reputation. Moreover, statistical analysis indicates that organizations should manage conflict proactively rather than reactively. Preventive strategies such as regular communication meetings, team-building programs, employee counseling, grievance redressal mechanisms and leadership development programs are more effective than resolving conflicts only after they escalate. Early intervention prevents misunderstandings from becoming major organizational problems. The study also reinforces the strong link between psychological well-being and organizational effectiveness. Workers in positive work environments are more emotionally resilient, more creative, more effective decision-makers, and more committed to the organization's goals.

Hence, investment in employee welfare should be viewed as a strategic investment that brings long-term benefits to the organization rather than as an operational expense. Overall, the results reveal that conflict management, work-life balance, job satisfaction and employee performance are all significantly interrelated dimensions of organizational success. Improved performance in one area spills over into the others, creating a virtuous circle of better employee well-being and organizational performance. Organizations that prioritise employee welfare, open communication, participative management and supportive leadership are better positioned to achieve sustainable growth and sustain competitive advantage in the garment manufacturing industry. This study shows that effective conflict management is a cornerstone of success in garment companies. Conflict management not only reduces workplace disputes but also improves relationships among people, increases employee satisfaction, reduces occupational stress and raises the organization's productivity. Similarly, a good work-life balance plays a major role in employee motivation, psychological well-being, and performance. Supportive organizational climates lead to greater employee commitment, productivity, and a willingness to contribute to organizational goals. Thus, conflict management and work-life balance should be incorporated into strategic human resource management policies to ensure sustainable organizational development, employee retention, improved productivity and long-term competitiveness in the garment industry. Based on the findings, several practical recommendations are proposed to strengthen conflict management practices, enhance employee satisfaction, and improve organizational performance in garment companies.

First, garment companies should build robust conflict-management systems that promote early identification and resolution of workplace disputes. Organizations should establish formal grievance channels so employees can raise issues confidentially and without fear of victimisation. A transparent and impartial complaint-handling process builds employees' confidence in management and reduces unresolved workplace tensions. Conduct regular training programs on conflict resolution, communication skills, emotional intelligence, negotiation and interpersonal relationship management for employees at all organizational levels. Provide specialised leadership training to supervisors to strengthen their ability to manage workplace disagreements constructively, fairly and professionally. Organizations should promote organizational empowerment by encouraging employees to participate in decision-making. Workers should be allowed to suggest improvements to production, workplace safety, operational efficiency and employee welfare. Participative management enhances employees' ownership, trust and commitment towards the organization's goals. Clothing companies should also have a comprehensive work-life balance initiative. Flexible work schedules, sufficient leave policies, employee wellness programs, counseling services, recreational activities and family-supportive practices can significantly reduce occupational stress and improve employee well-being. Organizations should recognise that employees with a good balance between personal and professional lives are more motivated, productive and loyal to the organization.

5. Conclusion

Management should implement employee recognition programs that reward productivity, teamwork, cooperation, innovation and positive workplace behavior. Acknowledgment boosts employee morale and reinforces the organization's values. Human resource departments should conduct confidential surveys and assessments of the organization's climate periodically to gauge employee satisfaction. Ongoing monitoring helps organizations identify potential workplace problems before they become major conflicts. EAPs should be expanded to include psychological counseling, stress management workshops, financial planning advice and health awareness programs. These programs help build emotional resilience and overall employee well-being. Communication channels between management and employees should be open, transparent and accessible. Regular departmental meetings, feedback sessions and suggestion schemes help to build trust and reduce misunderstandings. Employees must be reassured that their views are valued and considered in organizational decision-making. The company should also strengthen its corporate social responsibility initiatives by extending employee welfare programs beyond the workplace. Family welfare activities, educational assistance, health care support, child care facilities, transport services and community development programs can improve employees' quality of life and enhance the organization's image. Finally, researchers advise garment companies to take a long-term strategic view of employee development and to include conflict management, work-life balance, employee engagement, leadership development, and organizational empowerment in their human resource management policies. Adopting such integrated strategies will not only enhance employee satisfaction and organizational performance but also contribute to sustainable industrial growth, improved competitiveness, organizational resilience and long-term business success in the garment manufacturing sector.

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