

An Investigation of the Impact of Employees' Personal Qualities on Professional Work Disputes

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Abstract

This paper aims to analyze the consequences of employee disputes and differences at the professional front and the employee-specific factors that lead to them. A questionnaire was utilized as the research instrument to collect relevant data. The study focused on the Pakistani Banking Sector and examined how organizations manage disputes in relation to gender, age, designation, and management level. The survey was conducted online, and a sample of 247 respondents participated by filling out the close-ended questions. A quantitative method was used to analyze the results, and six hypotheses were developed to achieve the research objectives. The data collected was analyzed using the Statistical Package for Social Sciences (SPSS), and descriptive statistics such as percentages and frequency tables were used. The research was causal (explanatory) because it explained the cause-and-effect relationship between the independent and dependent variables. Additionally, the research was cross-sectional, where data was gathered at a single point in time without manipulating responses. The results indicate a significant relationship between all person-related factors used in the study and professional disputes at work. Based on the findings, it is recommended that management provide employees with proper training on dispute and dispute resolution to help them deal with unconscious behaviours that trigger disputes. This study can contribute to a better understanding of Professional Disputes for banks, organizations, researchers, and employees and guide how to manage them effectively.

Keywords: *Emotion Management, Personality Characteristics, Job Proficiency, Interpersonal Skills, Work Behavior, Individual Goals, Professional Disputes*

Introduction

Understanding key issues is crucial in resolving disputes and achieving win-win solutions. By accommodating each other's differences, we can establish deeper connections and approach work from an adult learning perspective, leading to higher productivity. professional disputes at work have been linked to increased creativity and innovation, better decision-making, and improved team performance. Given the importance of maintaining peaceful interactions, dispute resolution plays a vital role. Dispute can take many forms, including relationship-based and task-based components, and hinder adult communication. Dispute is a social situation where the interests and activities of participants in groups or offices challenge, block, or otherwise make it difficult for one party to realize its goals. As stated by Lafta (2016), employees at work view their particular disputes differently, and it is essential to understand these differences to resolve disputes effectively. Verity (2017) mentioned that dispute is common and can start from a minor disagreement. It can affect a team's productivity, making it important to resolve disputes effectively. Recognizing common causes professional dispute can help prevent them from escalating, even though it may not always be possible to avoid them entirely.

Johnson (2019) believes that disputes are bound to happen in any workplace due to differences in people's personalities. It's important to resolve these disputes quickly to create a positive work environment where everyone can thrive. There are many ways that dispute can occur, such as bullying, aggression, lack of cooperation, or ignoring others. These negative actions can result in emotional stress, reduced productivity, project failure, absenteeism, high turnover rates, and a toxic work environment. Therefore, dispute resolution is crucial in any workplace. Good leaders and managers can distinguish between important issues and trivial ones during disputes and guide their teams toward common goals. By

managing disputes effectively, teams can maintain a healthy working relationship and a productive environment.

Botwin (2021) said that as a leader, it's crucial to use Emotion Management to identify and resolve issues effectively. Doing so can promote a positive work environment that benefits everyone. Jacobson (2021) stated that employers should create a safe and comfortable workplace and clearly communicate their zero-tolerance policy towards harassment, bullying, and violence, which may result in termination. Regular training can help employees understand behavioral expectations, and managers can be prepared to address any misconduct. Employees should report any potentially dangerous situations promptly, and management should provide guidance on professional conduct and consequences for any violations. Mental health resources should also be available to address anger or anxiety and prevent incidents from occurring.

Creating a positive work environment requires Emotion Management from leaders and clear communication of a zero-tolerance policy towards harassment, bullying, and violence. Regular training can help employees understand behavioral expectations, and management should be prepared to address any misconduct. Employees should report potentially dangerous situations promptly, and consequences for violations should be communicated. Mental health resources should also be available to prevent incidents from occurring. In the postwar era, economic citizenship involved using established processes to resolve professional disputes, including filing grievances and involving higher levels of management if necessary. Collective institutions were employed to integrate people into the workforce (Currie & Teague, 2016).

Professional disputes at the workplace can be threatening to employees, as they may involve important factors such as job security, recognition, promotion, salary, and personal identity. These disputes are common and can lead to serious stress-related symptoms.

Interpersonal disputes can occur as a single episode or a series of episodes, while disputes often involve disagreements between coworkers, supervisors, or subordinates. These disputes can erode job performance and leave employees powerless to control the situation. Negative behavior during disputes can continue even after the dispute has ended (Baillien et al., 2017).

At the micro-level, organizations have internal hierarchies that lack external environmental information, which can lead to issues. Group members have varying characteristics, including cultural and regional diversity, which can cause clashes. Individual characteristics, such as personality traits, can also impact perception and thought processes, leading to problems in adjusting and Professional Disputes at Workplace. Extroverted and introverted people both pose communication and interaction risks. People from different religious and educational backgrounds have unique values and beliefs that can contribute to professional disputes. Although dispute is unavoidable, effective human resource managers can address disputes through counselling and meetings (Kumar et al., 2018).

Stress in the workplace can trigger negative emotions and potentially lead to deviant behavior, including violence. Prolonged stress can significantly impact physical and mental health, job performance, and overall happiness. It's important for organizations to identify the causes of workplace stress and provide solutions to help employees manage it before it leads to disruptive actions (Rubab, 2017).

Many companies are trying to make more money by boosting productivity, quality of service, and output. This has led to employees being overworked with heavy workloads, long hours, constant customer service, and time-sensitive assignments. As a result, disputes between work and personal life are increasing. Employees struggle to balance their work and personal life, leading to lower job performance, job dissatisfaction, a higher chance of leaving, and workplace issues (Khan et al., 2020). There are various ways to approach dispute, as described by Lewick, Weiss, and Lewin (1992). They identified six main

approaches to dispute research. The first is the psychological approach, which looks at the individual level. The second is the sociological approach, which focuses on groups, departments, and organizations. The third is the economics approach, which applies economic models to dispute situations. The fourth is labor relations, which originated in American industrial relations. The fifth is bargaining and negotiation, which developed from their frequent application in labor and international relations disputes. Lastly, there is third-party dispute resolution, involving parties not involved in the issue in its resolution. However, in practice, using only one of these approaches to resolve dispute is difficult as it is a complex issue that often requires components from multiple approaches (de Souza Marzionna, 2019).

Bankers often experience high stress levels due to factors such as long working hours, unfair compensation, lack of job autonomy, unhealthy organizational culture, dispute at work, and lack of managerial support (Manjunatha & Renukamurthy, 2017). Signs of excessive stress can be identified. Work-family dispute can lead to personal and interpersonal disputes in the workplace, which can harm employee commitment (Mukanzi & Senaji, 2017). Effective negotiation and dispute management skills are crucial for maintaining long-term, positive corporate relationships. Employees who excel in dispute management are skilled at handling difficult situations diplomatically and promoting open communication, while those who struggle in this area tend to avoid potential problems (Makkar & Basu, 2019).

Scope of the Study

This study explores employee dispute in the banking industry of Pakistan, specifically in banks located in Karachi. The goal is to identify the causes of workplace dispute and the gaps that must be addressed to prevent such issues. The study also provides recommendations to prevent dispute from negatively impacting the organization's environment, culture, and work dynamics. The research will benefit direct supervisors, managers, executives, HR stakeholders, and external consultants.

Statement of the Problem

Professional disputes at workplace is a major issue for organizations as it can negatively impact work dynamics and the organization's reputation. Organizations must be aware and prepared to handle these issues effectively to retain the best workers. The causes of employee disputes must be identified, and recommendations for resolution should be implemented.

Objective of the Study

The study aims to identify the causes of Professional Disputes at Workplace and provide recommendations for their resolution. The objectives include analyzing the impact of Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals on employee disputes.

Hypotheses of the Study

H1: Emotion Management has an impact on Professional Disputes.

H2: Personality Traits Have an impact on Professional Disputes.

H3: Job Proficiency has an impact on Professional Disputes.

H4: Interpersonal Skills has an impact on Professional Disputes.

H5: Work Behavior has an impact on Professional Disputes.

H6: Individual Goals has an impact on Professional Disputes.

Literature Review

Interpersonal Skills

Interpersonal Skills are essential for effective communication, teamwork, building confidence, and understanding cultural values in the workplace. They are difficult to teach,

but the literature suggests active participation, practical learning, reflection, exposure to different work situations, collaborative work, and seeking learning outcomes related to leadership and teamwork, among other skills (Taylor, 2016). Employers recognize that a good CV does not always correlate with an individual's performance and success, so Interpersonal Skills are critical for professional advancement and job placement (Cimatti, 2016). Hard skills, such as technical knowledge and experience, are essential, but even talented individuals may struggle to find employment without Interpersonal Skills.

Interpersonal Skills include interpersonal and social skills, communication skills, character traits, attitudes, career attributes, and Emotion Management quotient (Dimitrov & Vazova, 2017; Chowdhury, 2020). Interpersonal Skills are often called core and common skills required in all industries and professions. Interpersonal Skills are more practical and valuable than hard skills, and employers prefer graduates with both technical and Interpersonal Skills. Interpersonal Skills are not taught passively and require persistent practice and training to achieve. Interpersonal Skills enable an individual to interact successfully in personal and professional life. Interpersonal Skills are a critical factor for an employee's employability. The ability to communicate with empathy, active listening, critical thinking, and taking peer contributions to enhance creativity and innovation are examples of heightened Interpersonal Skills (Deep et al., 2016; Jena & Satpathy, 2017).

Personality Traits

Understanding an individual's personality is crucial for comprehending how they behave in an organization. Personality is a unique combination of psychological traits that differentiate people from one another (Rani, 2018). Certain personality traits have dynamic features that react differently to environmental changes. However, high-dispute personalities can be challenging to deal with as they tend to escalate disputes compulsively. They target blame, attacking ruthlessly either verbally, emotionally, financially, reputational, litigiously,

and sometimes even violently, often for months or years, even if the initial dispute was minor (Bill, 2018). Financial institutions must have unique goods or services to gain a competitive advantage. The front-line personnel are critical in the financial sector as they connect with consumers, ensuring customer satisfaction, happiness, and brand loyalty. However, there is little research on front-line personnel personality characteristics and performance (Abbas et al., 2018). The Big Five qualities are not assessed on front-line employees. Personality tests should be used in personnel selection to ensure candidates have the proper attributes (Iqbal & Hassan, 2016). Personality traits impact personal beliefs, attitudes, emotions, reactions, and, in turn, behavioural patterns, and emotional stability is one of the personality attributes linked to individuals' emotions (Ayub et al., 2017).

Emotion Management

Emotion Management is a crucial but often unseen attribute that needs to be identified and evaluated based on the demands of specific tasks, activities, and events (John & Niyogi, 2019). It is particularly relevant in organizational disputes, where geography and culture play a role in solving disputes (Winardi et al., 2021). Research suggests that dispute management styles and Emotion Management are important factors in resolving disputes. Emotion Management is the convergence of several historical and social trends, which view emotions as adaptive and functional rather than chaotic and disruptive to decision-making (Lorraine & Pamela, 2018). Emotion Management is integral to dispute resolution; well-managed emotions increase the likelihood of successful outcomes. Individuals with high Emotion Management can deal with interpersonal dispute constructively and use various dispute-resolution strategies depending on the situation (Chen et al., 2019). Emotion Management is linked to increased job satisfaction, performance, and organizational commitment. It is a highly sought-after attribute for organizations and can be measured through Emotion Management surveys and sensitivity-based training (Vashisht et al., 2018). Highly

emotionally intelligent individuals can manage their emotions effectively, read emotional cues, and build rapport with others, leading to benefits such as empathy and improved communication skills (Makkar & Basu, 2019).

Job Proficiency

Competency refers to a set of related but distinct behaviours organized around a central theme, with Job Proficiency being an essential source of performance (Dharmanegara et al., 2016). According to Andy (2020), two types of job competencies are company-wide and role-specific, which are essential. The quality of the work environment directly impacts employee productivity, with good working conditions improving employee performance and poor conditions decreasing it. Performance is measured by various factors, including quality, quantity, timeliness, cost-effectiveness, and interpersonal relationships (Mehta, 2016).

Counterproductive work behaviours, such as impoliteness and incivility, negatively impact employee and organizational outcomes (Hur et al., 2016). Professionals in underdeveloped nations lack business-related competencies, including culture management, market-driven connection, strategic decision-making, value-chain expertise, and HR technical know-how. To improve organizational performance, HR professionals must become strategic partners and contributors to their enterprises, and all functional units must be strategic. Work Behavior, attitudes, motivations, and actions must be purposefully emphasized, and employees must be equipped to handle rapid transitions and collaborate effectively. Effective communication is essential for reducing attrition and retaining employees (Mufti et al., 2016)

Work Behavior

Work Behavior in an organization includes actions like withdrawal from work, decline in productivity, and politics. Politics is an informal behavior that benefits the individual rather than the company. Employee conduct affects the overall assessment of the

business, defined as the total gestures of an employee when serving customers. Customer misconduct can lead to job stress and emotional exhaustion among service personnel.

Workplace flexibility can improve job satisfaction and motivation (Elkhalil, 2017).

There are two types of Work Behavior: employee-specific and interaction-induced. The former can be performed alone, while the latter requires customer support. Employees can display authenticity and competence without customer participation and even engage in uninvited behavior (Kageyama, 2016). Organizations must constantly adapt internally and externally in today's rapidly changing corporate environment. This requires managing personnel behaviors and capacities, which can be a significant challenge for management (Akram & Hilman, 2018)

The success or failure of a business depends on its employees, who are essential in combining resources such as finance, technology, information, and production systems to gain a competitive edge. Positive relationships between employees and managers and between employees and the business are critical for productivity, motivation, and high performance. Mutual respect and trust are necessary for healthy relationships, which can deteriorate or resurface over time based on specific behaviors (Brhane & Zewdie, 2018). In the banking industry, employee conduct is key to customer satisfaction and is defined as the totality of an employee's gestures when serving customers. Human resource management manages service behavior for customer satisfaction by administrating employees' knowledge, skill, abilities, and performance. It also impacts customer perceptions and expectations (Ansari, 2019).

Tellers in the banking industry act as mediators between banks and general account holders. Research shows that customer misbehaviour, such as false complaints, verbal hostility, physical aggression, and excessive demand, negatively impacts service quality and staff well-being. Frontline service personnel experience job stress due to dysfunctional client

conduct. Customer hostility has a detrimental influence on staff physical well-being and self-esteem. Employees are required to be customer-focused and handle abusive behavior.

Customer misconduct predicts staff turnover, work satisfaction, and absences. Frontline employees are expected to be multi-talented, with strong communication skills and emotional regulation. Workplace flexibility can lessen mental stress and improve job satisfaction (Bamfo et al., 2018).

Individual Goals

Setting ambitious goals is important for personal growth, but avoiding unrealistic and unattainable goals can lead to disappointment and damage self-confidence. Assigning a reason to each objective can help you stay motivated, even when faced with negative outcomes (Rick, 2022).. Focusing on a small set of goals requires sacrifice, but it's important to prioritize health and relationships and not let them fall by the wayside (Meadows, 2017).

Goal-setting is important for work contentment and purposeful commitment. The goal-setting process should be well-designed and constantly monitored to avoid negative impacts. Innovative strategies should be used to achieve high expectations. Although goal-setting may not be a competitive advantage, it is still important to consider alternate strategies for motivating employees and increasing productivity (Sukadi, 2018). Communication of goals is critical for employee performance and feedback. Those who see a link between their own objectives and the organization's bigger goals will have a higher influence on achieving those goals. Setting challenging goals can enhance motivation and lead to top-achieving employees (Teo & Low, 2016).

Pakistan's banking industry is highly significant in the country's financial services. However, to maximize profits, banks compete with each other. Technological advancements in the workplace challenge businesses to remain competent and attract and retain talented and dedicated employees. Organizations that struggle to recruit and retain competent workers

often have difficulty achieving their goals efficiently. Employee participation is crucial for businesses because it reduces negative behavior and increases engagement. Goal-setting positively influences employee engagement and job performance and is the most crucial factor in enhancing organizational commitment (Ali et al., 2021). The HR department should manage its functions and processes effectively to improve performance and reduce costs while providing excellent service to internal and external clients. Additionally, senior management should encourage employee participation in goal-setting to boost their empowerment, job satisfaction, and dedication. Compensation effectiveness is also crucial in increasing employee satisfaction and instilling a sense of accountability among bank workers (Madanat & Khasawneh, 2018).

Professional Disputes

Although you may love your family and friends, you spend most of your time at work. It can be upsetting when you don't get along with colleagues or when there are disputes within a team. These professional issues can affect your personal life as well. To resolve disputes, it's important to understand the problem's root causes and consider everyone's perspective. This includes analyzing team dynamics and workplace conventions. Each person has a unique perspective based on life experiences, education, values, and culture. It's important to recognize and respect these differences. Key values such as safety, respect, autonomy, and acknowledgement are important in the workplace. Understanding coworkers' values can help overcome issues (Scott, 2016).

Working in a team requires understanding and curiosity about each other's differences. Our uniqueness adds value to the team. Disputes can be minimized if everyone focuses on the established project objectives and guidelines. Taking time to establish guidelines ensures successful collaboration and minimizes disagreements (Barbara & Cornelia, 2017).

Working in a team requires understanding and appreciating each other's differences. Our distinctiveness brings value to the team. Disputes can be minimized by focusing on project objectives and establishing guidelines. Setting guidelines ensures successful collaboration and reduces disagreements. Effective communication is essential in all relationships, especially when establishing and maintaining employee collaborative relationships. Feedback is crucial in highlighting areas where individuals and the organization's performance can be improved. Motivation processes identify communication, knowledge, and the proper utilization of various needs and rewards to influence work behaviour and boost performance and happiness. Communication fosters fair and efficient relationships, common understanding, and acceptability among managers, subordinates, coworkers, and people inside and outside the business (Madalina, 2016).

Counterproductive work practices are a common issue in the workplace, which can be costly to the company and hinder employee development. Researchers and practitioners are exploring ways to reduce or prevent these practices. Examples of unproductive work practices include workplace abuse, production deviance, sabotage, disengagement, and theft. Counterproductive behaviors harm the business by impacting the productivity of operational processes, property, or other employees. It is crucial to identify and address these behaviors to ensure a productive and healthy work environment (Iqbal & Hassan, 2016).

Effective dispute management is crucial for fostering long-term business relationships. This involves listening, empathizing, and using tact to handle tough situations. Good dispute managers prioritize negotiation and finding win-win solutions, while those who struggle with dispute management are less likely to recognize problems and support open discussion. Emotion Management is a key factor in successful dispute management, as it allows individuals to remain optimistic and focus on solutions rather than assigning blame.

This is especially important for top executives who must navigate competing interests inside and outside the company (Makkar & Basu, 2019).

In today's fast-paced business world, companies are focused on increasing productivity and revenue, resulting in heavy workloads, long hours, and time-bound assignments. This has led to disputes between employees' work and personal lives, causing decreased productivity and job satisfaction. Dispute is common in Pakistan's banking industry and negatively impacts affective commitment. Bank management should implement policies to improve work-life balance and support employees dealing with work-related challenges. Fostering positive employee-employer relationships can reduce turnover intentions (Khan et al., 2020).

Research Methodology

The research was carried out on seven commercial banks in Pakistan's biggest city, which is also the capital of the second-largest province in the country. The research included male and female employees at different management levels, ranging from operational employees to top management of various departments. The sampling technique used in this research was selecting respondents based on their availability, accessibility, willingness, relative knowledge of the topic and accessibility. Therefore, the study used convenience sampling data (Carnevale & Hatak, 2020).

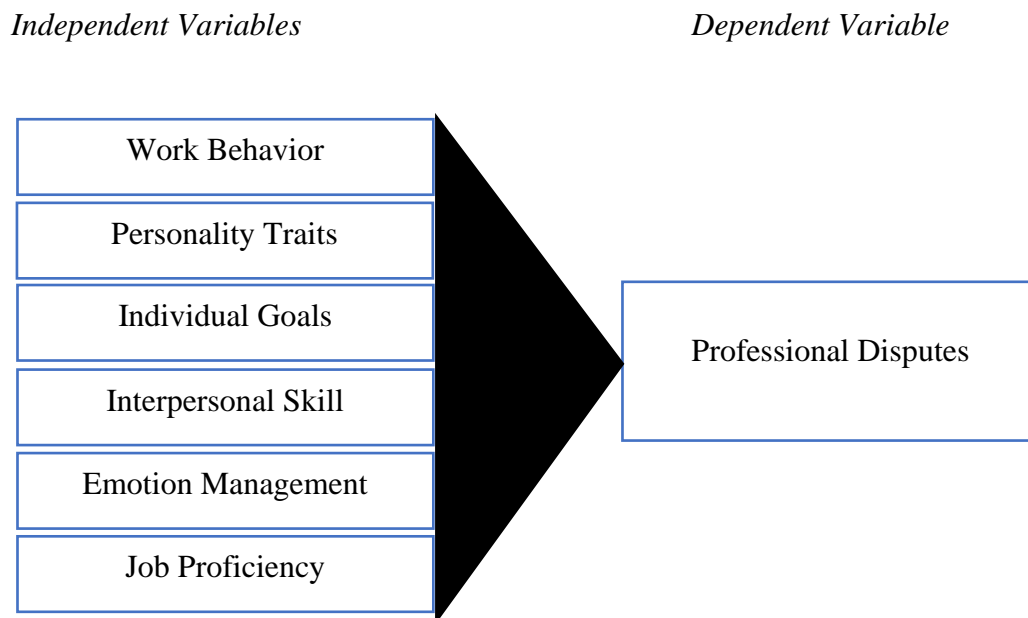
Research Design

This research study focused on the methodology used to gather and analyze data and the n and orientation of the research. Two methods of research were discussed: qualitative and quantitative. The study utilized the quantitative method, which involved gathering quantifiable data through a survey questionnaire with close-ended questions and statistical methods to analyze the results. This approach helped to eliminate bias and provide accurate results. The research was of a causal nature, exploring the cause-and-effect relationship

between independent variables (Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual goals) and the dependent variable (Professional Disputes). The data was collected through primary data collection, using a structured survey questionnaire with closed-ended questions. The time orientation of the research was cross-sectional, meaning that data was collected at a single point in time without manipulating responses (Pak et al., 2019).

Conceptual Framework

Figure 1



In this research, the conceptual framework outlines the independent and dependent variables which were used to determine the impact of independent variables (such as Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals) on the dependent variable (Professional Disputes). The questionnaire was designed using a Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to collect data. Each variable had its own set of questions that allowed us to assess the respondents' answers. The instrument used in the research refers to the type and design of the tool that was utilized to collect data. (McKibben, 2017).

The process of collecting and analyzing data involves transforming and presenting the information in a meaningful way to concludes. Primary data is gathered directly by the researcher from the respondents, providing firsthand information. In this study, a survey questionnaire was used to collect primary data on both independent variables such as Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals, as well as dependent variables such as Employee Professional Disputes. The questionnaire used a Likert scale ranging from 1 to 5, with 1 representing Strongly Disagree and 5 representing Strongly Agree. The collected data was coded in Excel and analyzed using SPSS, a computer-based statistical software.

Data Analysis and Results

A survey was conducted to explore the impact of various employees' personality related traits on Professional Disputes among employees. The survey consisted of 7 items, each with 3 questions, focusing on independent variables such as Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals, and the dependent variable, Professional Disputes. A total of 247 employees from all levels of management and designations, equally representing both genders and aged between 25 and 55, participated in the survey. The collected data was analyzed using SPSS, and the study's conclusions were drawn based on the results.

Demographics

Below is a breakdown of the gender demographics of the responders. The gender segmentation of the respondents is shown in Table 1

Table 1

Demographics (Gender)

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	131	53	53	53
	Female	116	47	47	100.0
	Total	247	100.0	100.0	

Table 2

Demographics (Age)

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	86	36	36	36
	36-45	81	32	32	68
	46-55	80	32	32	100
	Total	247	100.0	100.0	

Reliability Testing

Table 4

Reliability & Validity

Variables	Items	Cronbach's
Emotion Management	3	.795
Personality Traits	3	.746
Job Proficiency	3	.708
Interpersonal Skills	3	.788
Work Behavior	3	.714
Individual Goals	3	.740
Professional Disputes	3	.711
All Variables	21	.820

After collecting data on individual factors that trigger Professional Disputes in the banking sector, a reliability test was conducted using Cronbach's alpha. The results showed that all independent and dependent variables had satisfactory or good reliability.

Correlation Matrix

The correlation matrix indicates the strength and significance between independent variables and the dependent variable.

		Correlations						
		Emotional Intelligence	Personality Type	Job Competency	Interpersonal Skills	Employee Behavior	Goal Setting	Professional Dispute
Emotional Management	Pearson Correlation	1	.723**	.622**	.591**	.613**	.652**	.635**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
Personality Type	Pearson Correlation	.723**	1	.742**	.422**	.605**	.736**	.644**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
Job Competency	Pearson Correlation	.622**	.742**	1	.260**	.557**	.806**	.799**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
Interpersonal Skills	Pearson Correlation	.591**	.422**	.260**	1	.591**	.426**	.691**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
Employee Behavior	Pearson Correlation	.613**	.605**	.557**	.591**	1	.705**	.790**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
Individual Goals	Pearson Correlation	.652**	.736**	.806**	.426**	.705**	1	.727**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
Professional Dispute	Pearson Correlation	.635**	.644**	.799**	.691**	.790**	.727**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficients and p-values indicate that there are statistically significant relationships between independent variables and professional disputes. Emotion management,

personality traits, and interpersonal skills all show good correlations with professional disputes. Job proficiency and work behavior have strong correlations with professional disputes. Individual goals also show a strong relationship with professional disputes.

Multiple Linear Regression

Table 6

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.866	.862	.289

a. Predictors: (Constant), Individual Goals, Interpersonal Skills, Emotion Management, Work Behavior, Personality Traits, Job Proficiency

The above table showcases the findings of the regression model in SPSS. The model summary provides information on the model's fit and how the variables contribute to the model. The R coefficient reveals the correlation between the independent and dependent variables. From the table, we can see that the R coefficient is 0.926, indicating a strong association of 92.6% between the independent variables (Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, Individual Goals) and the dependent variable (Professional Disputes). Additionally, the R Square value shows that the independent variables (Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, Individual Goals) account for 86.6% of the changes in the dependent variable (Professional Disputes).

Analysis of Variances

Table 7

ANOVA

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223.648	6	37.275	445.648	.000 ^a
	Residual	31.616	241	.084		
	Total	255.264	247			

a. Predictors: (Constant), Individual Goals, Interpersonal Skills, Emotion Management, Work Behavior, Personality Traits, Job Proficiency

b. Dependent Variable: Professional Dispute

The table above represents the ANOVA analysis that is used to assess the goodness of fit and significance of the model. The F value is used to measure the goodness of fit, while the Sig value indicates the significance of the model. Based on the data analysis, we can safely say that the model has predictive value, which is supported by a significance value of .000, allowing us to reject the null hypothesis. Additionally, the F value of 445.648 indicates that the model is a good fit, as the benchmark for a good fit is 4 or above.

Analysis of Coefficients

Table 8

Coefficients

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.108	.080		1.346	.179
	Emotion Management	.023	.024	.029	4.949	.003
	Personality Traits	.261	.029	.292	9.095	.000
	Job Proficiency	.013	.032	.014	4.410	.012
	Interpersonal Skills	.291	.021	.355	14.048	.000
	Work Behavior	.250	.029	.248	8.579	.000
	Individual Goals	.651	.035	.685	18.618	.000

a. Dependent Variable: Professional Dispute

The above table displays the results of a linear regression conducted using SPSS. It presents the strength, direction, and relevance of the independent variables, with Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals having a significant impact on Professional Dispute at Workplace. Emotion Management significantly impacts Professional disputes, with a t value of 4.949, higher than the benchmark of 2.0, and a sig value of .003, below the cutoff value of 0.05. Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals also have a considerable impact on Professional Disputes, with t values of 9.095, 4.410, 14.048, 8.579, and 18.618 respectively, all higher than 2.0 benchmark, and sig values below the 0.05 cutoff value. The Beta values in the table indicate the magnitude of the independent variables' impact on the dependent variable in descending order, with Individual Goals having the highest impact, followed by Interpersonal Skills, Personality Traits, Work Behavior, Emotion Management, and Job Proficiency.

Hypotheses Testing

Table 9

Hypothesis Testing

S No	Hypothesis	T-Value	Sig Value
H1	Emotion Management has an impact on Professional Disputes.	4.949	.003
H2	Personality Traits have an impact on Professional Disputes.	9.095	.000
H3	Job Proficiency has an impact on Professional Disputes.	4.410	.012
H4	Interpersonal Skills has an impact on Professional Disputes.	14.048	.000
H5	Work Behavior has an Impact on Professional Disputes.	8.579	.000
H6	Individual Goals has an impact on Professional Disputes.	18.618	.000

We can safely state that all independent variables (Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, Individual Goals) have an impact on the dependent variable (Professional Dispute).

Summary and Discussion,

Summary

The purpose of the research was to examine how factors related to individuals affected professional disputes among employees in the banking industry of Karachi, Pakistan. The study included seven banks in Karachi and employed a survey questionnaire to gather data. The questionnaire consisted of three questions per independent and dependent variable, and a total of 247 male and female respondents from all levels of management were included. SPSS was used to analyze the data, and the results indicated that all independent variables had an impact on professional disputes at workplace. Respondents were selected through convenience sampling, which involved choosing participants who were easily accessible, willing to participate, and knowledgeable about the research topic.

Discussion

The study found that all of the factors related to individuals had an impact on professional disputes among employees in the banking industry of Karachi, Pakistan. These included Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals. Emotion Management was found to be significant as it allowed employees to manage their emotions and understand others' emotions. Personality Traits were also crucial, as a lack of collaboration due to different personalities could lead to disputes. Job Proficiency was found to be essential, as an employee's inability to perform a task could cause issues with their peers. Interpersonal Skills were important, as poor skills in this area could lead to disputes. Work Behavior also had an impact, as negative behavior towards colleagues could initiate disputes. Finally, Individual Goals were found to be critical, and a lack of clear goals could lead to disputes due to vagueness and lack of quantification.

Conclusion, Recommendation and Implications

Conclusion

In the study, various factors related to individuals - such as Emotion Management, Personality Traits, Job Proficiency, Interpersonal Skills, Work Behavior, and Individual Goals - were examined as independent variables that could impact Professional Dispute, which was considered as the dependent variable. The research, conducted using SPSS software, determined that all of the independent variables had a significant impact on the dependent variable, Employee Workplace Dispute. Specifically, Emotion Management was found to be effective in helping employees manage their emotions and understand those of others. Personality Traits and Interpersonal Skills were also identified as factors that could affect disputes among employees. Job Proficiency was deemed crucial, while poor Work Behavior could lead to disputes. Lastly, Individual Goals were deemed critical for a structured performance management system and for avoiding disputes due to vague goals.

Recommendations and Implications

Based on the research findings, the following recommendations can help resolve Professional Disputes at Workplace in the banking industry of Karachi, Pakistan:

- Conduct Emotion Management Surveys and provide regular Emotion Management Training to employees and managers to improve self-awareness and better manage emotions.
- Regularly administer personality tests to identify employee Personality Traits and provide access to organizational psychologists to help manage personalities.
- Provide Technical Trainings to employees based on a technical training needs analysis and ongoing Interpersonal Skills Training based on employee training needs to improve competencies.
- Train employees on appropriate behavior within the organization, with women, and with managers, and provide on-the-job coaching and mentorship to help mold behavior in a positive way.
- Implement a structured performance management system with Individual Goals activity and a policy that emphasizes employee Individual Goals dynamics and provides clarity and other ancillary information to all employees.

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