



## A STUDY ON THE ROLE OF ORGANIZATIONAL CULTURE IN CONFLICT MANAGEMENT IN THE LOGISTICS INDUSTRY IN NAVI MUMBAI

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### Abstract:

The logistics industry in Navi Mumbai operates in a fast-paced and highly demanding environment where employees frequently work under strict deadlines, operational pressure and continuous coordination with multiple stakeholders. Such working conditions often lead to workplace conflicts arising from differences in opinions, communication gaps, heavy workloads and role-related responsibilities. If these conflicts are not managed effectively, they can negatively affect employee relationships, productivity and overall organizational performance. Therefore, effective conflict management has become an important aspect of organizational success.

The present study examines the role of organizational culture in managing workplace conflicts within logistics companies in Navi Mumbai. Organizational culture refers to the shared values, beliefs and practices that influence how employees interact and resolve workplace issues. A positive and supportive culture encourages open communication, mutual respect and collaborative problem-solving, which helps in resolving conflicts constructively.

The study adopted a descriptive research design. Primary data were collected from 100 employees working in logistics companies in Navi Mumbai through structured questionnaires. Secondary data were gathered from books, journals and online sources to support the research findings.

The results indicate that organizations that promote participative leadership, transparent communication and supportive work values are more effective in handling workplace conflicts. Such practices help improve teamwork, strengthen professional relationships and create a healthier work environment. The study concludes that a positive organizational culture plays a crucial role in effective conflict management and contributes to improved employee satisfaction and organizational performance.

**Keywords:** Organizational Culture, Conflict Management, Workplace Conflict, Logistics Industry, Employee Relations, Communication and Leadership, Employee Satisfaction, Navi Mumbai Logistics Sector

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### Introduction:

The logistics sector in Navi Mumbai has experienced remarkable growth in recent years, largely driven by the expansion of trade, globalization and the rapid development of e-commerce. Due to its strategic geographic location, strong infrastructure and proximity to major ports and industrial zones, Navi Mumbai has emerged as a key center for logistics and supply chain activities. Consequently, logistics companies in this region operate in a highly dynamic

and demanding environment where employees must coordinate closely with multiple stakeholders, adhere to strict timelines and manage numerous operational responsibilities simultaneously.

Such demanding work conditions can often create situations where workplace conflicts arise. Differences in opinions, communication barriers, workload pressure and role-related responsibilities may lead to misunderstandings among employees. When these conflicts are not addressed effectively, they can disrupt

teamwork, reduce employee morale and negatively influence productivity as well as overall organizational performance. Therefore, organizations must adopt appropriate conflict management practices to maintain a cooperative and productive work environment.

Organizational culture plays a significant role in determining how conflicts are managed within an organization. It represents the shared values, beliefs, norms and behavioral patterns that influence how employees interact with each other and how workplace issues are resolved. A supportive and positive organizational culture that encourages open communication, mutual respect, trust and collaboration can help employees manage conflicts in a constructive way. In such environments, individuals feel comfortable sharing their views and working collectively to reach solutions that benefit both employees and the organization.

In contrast, organizations that operate under rigid or strongly hierarchical cultures may discourage employees from openly expressing their concerns or disagreements. As a result, conflicts may remain unresolved or may be suppressed rather than properly addressed. Over time, this can lead to increased stress among employees, lower job satisfaction and further misunderstandings within teams.

Considering the growing importance of effective workplace relationships in the logistics sector, this study aims to examine the role of organizational culture in managing workplace conflicts in logistics companies located in Navi Mumbai. The research seeks to understand how different cultural practices influence the process of conflict resolution and how these practices ultimately affect employee relationships and organizational effectiveness.

#### Review of Literature:

##### 1. Edgar Schein (2010)

Edgar Schein explained organizational culture as a set of shared beliefs and assumptions that guide how

employees think and behave at work. According to him, culture strongly influences whether conflicts are openly discussed and resolved or ignored and suppressed. Organizations that promote transparency, trust, and support are more likely to manage conflicts in a constructive manner. This is especially important in logistics companies, where teamwork and coordination are essential for smooth operations.

##### 2. M. Afzalur Rahim (2002)

M. Afzalur Rahim identified five main conflict management styles: integrating, obliging, dominating, avoiding, and compromising. He emphasized that organizational culture plays a major role in determining which style employees and managers usually adopt. In collaborative cultures, people prefer integrating and compromising approaches, which lead to healthier and more effective conflict resolution. However, in rigid or highly hierarchical cultures, dominating or avoiding styles are more common, which may result in unresolved issues and long-term dissatisfaction.

##### 3. Carsten K. W. De Dreu and Laurie R. Weingart (2003)

Carsten K. W. De Dreu and Laurie R. Weingart differentiated between task conflict and relationship conflict. Task conflict relates to disagreements about work-related issues and can sometimes improve decision-making and performance. In contrast, relationship conflict involves personal issues and usually harms teamwork and morale. Their study suggests that organizational culture plays an important role in ensuring that disagreements stay focused on tasks rather than becoming personal.

##### 4. Daniel Goleman (1998)

Daniel Goleman highlighted the importance of emotional intelligence in managing workplace relationships. He explained that individuals who

show empathy, self-awareness, and self-control are better at handling conflicts calmly and effectively. Supportive organizational cultures encourage these qualities, making it easier for managers and employees to resolve disagreements in a positive way. This is particularly important in high-pressure industries like logistics, where stress levels are often high.

#### Research Gap:

Although many researchers have studied organizational culture and conflict management, very few studies focus specifically on the logistics sector in Navi Mumbai. Most existing research is based on general industries such as manufacturing, IT, or services and does not fully reflect the unique working conditions of logistics companies.

The logistics industry operates in a fast-paced environment involving warehousing, transportation, strict deadlines and constant coordination. These operational pressures may create different types of workplace conflicts compared to other sectors. However, employee-level perceptions in such high-pressure logistics settings remain largely underexplored.

Therefore, there is a clear need for focused research to understand how organizational culture influences conflict management practices in logistics firms in Navi Mumbai.

#### Objectives of the Study:

1. To examine the role of organizational culture in managing workplace conflicts in the logistics industry in Navi Mumbai.
2. To identify the common causes of workplace conflicts among employees in logistics companies.
3. To analyze how different organizational culture practices influence conflict resolution within logistics organizations.
4. To study the impact of effective conflict management on employee relationships and

teamwork in the logistics sector.

5. To suggest measures for improving organizational culture to manage workplace conflicts more effectively in logistics companies in Navi Mumbai.

#### Hypothesis of the Study:

**H<sub>01</sub> (Null Hypothesis):** There is no significant relationship between organizational culture and conflict management in the logistics industry in Navi Mumbai.

**H<sub>11</sub> (Alternative Hypothesis):** There is a significant relationship between organizational culture and conflict management in the logistics industry in Navi Mumbai.

**H<sub>02</sub> (Null Hypothesis):** Organizational culture does not significantly influence workplace conflict resolution among employees in logistics companies.

**H<sub>12</sub> (Alternative Hypothesis):** Organizational culture significantly influences workplace conflict resolution among employees in logistics companies.

#### Significance of the Study:

This study is significant because it explains how organizational culture influences the way conflicts are managed in logistics companies in Navi Mumbai. In a sector where coordination, speed, and teamwork are essential, managing conflicts effectively is very important for smooth operations. The findings of this research can help managers understand the importance of creating a positive work culture that promotes open communication, mutual respect, and constructive conflict resolution. It can also guide organizations in improving employee relationships, reducing misunderstandings, and enhancing overall performance. Additionally, the study contributes to academic knowledge by providing sector-specific insights into organizational culture and conflict management within the logistics industry.

#### Scope of the Study:

- **Geographical Scope:** The study is limited to logistics firms located in Navi Mumbai. The

findings are based on data collected from employees working within this specific region.

- **Functional Scope:** The study focuses only on organizational culture and conflict management practices in the logistics sector. Other aspects such as financial performance, marketing strategies, or operational technologies are not covered in this research.

#### Research Methodology:

- **Class of Respondents:** For this study, employees working in logistics firms in Navi Mumbai were selected as respondents. To get a complete and balanced understanding, participants were chosen from different departments such as operations, warehousing, transportation, and administration. This helped in gathering diverse opinions about organizational culture and conflict management practices within the companies.
- **Sample Size:** The study was conducted with a total of 100 respondents. This sample size was considered suitable to understand general employee perceptions and identify common patterns related to conflict management and organizational culture.
- **Sampling Method:** The research used a non-probability convenience sampling method. In this method, respondents were selected based on their availability and willingness to participate in the survey. This approach made data collection easier and faster, especially considering time and accessibility constraints.

#### Limitations of the Study:

1. The study is limited to selected logistics firms in Navi Mumbai. Therefore, the findings may not fully represent the entire logistics industry in other regions or cities.

2. The sample size of 100 respondents and the use of convenience sampling may limit the overall representativeness and accuracy of the results. A larger and more diverse sample could provide more generalized conclusions.
  3. The research is based on self-reported data collected from employees. Their responses may be influenced by personal opinions, bias, or hesitation to openly share conflict-related experiences.
  4. Organizational culture is dynamic and keeps changing over time. Hence, the findings of this study reflect the situation only during the specific period in which the research was conducted.
- **Method of Data Collection:** The study is based on both primary and secondary data to ensure a clear and well-supported analysis.
    1. **Primary Data:** Primary data were collected through structured questionnaires distributed to employees working in logistics companies in Navi Mumbai. The questionnaire helped gather direct responses about organizational culture and conflict management practices within their organizations.
    2. **Secondary Data:** Secondary data were collected from books, research journals, industry reports, company websites, and other relevant online sources. These sources provided background information and theoretical support for the study.
  - **Statistical Techniques Used:** For analyzing the data, simple statistical tools were used, including percentage analysis, frequency analysis, and tabulation. These methods helped in organizing the responses clearly, interpreting employee opinions, and identifying patterns related to organizational culture and conflict management practices.

**Results and Data Interpretation:**
**Gender wise classification**

Gender	Respondent	Percentage
Male	44	44%
Female	53	53%
Prefer not to say	3	3%
<b>Total</b>	<b>100</b>	<b>100</b>

**Interpretation:** From the above table it is interpreted that 53% of the respondents are female and 44% are male.

**Age wise classification**

Age	No of respondents	Percentage
18-21	45	45%
21-30	28	28%
31-40	27	26%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Interpretation:** From the above table it is interpreted that the majority of respondents (45%) belong to the age group of 18–21 years, followed by 28% below 30 years.

**Rules and procedures strictly followed in your organization**

Procedures	No of respondents	Percentage
Always	10	10%
Often	40	40%
Sometimes	31	31%
Rarely	19	19%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Interpretation:** According to a survey, out of 100 respondents, 10% always, 40% often, 31% sometimes, 19% rarely don't.

Hypotheses Testing:

Statistical Tool Used: t-test

Level of Significance: 5% (0.05)

Hypothesis	t-Calculated	t-Critical (5%, Two-tail)	p-value	Decision	Result
<b>H<sub>01</sub>:</b> There is no significant relationship between organizational culture and conflict management in the logistics industry in Navi Mumbai.	12.46	1.98	0.000	Reject H <sub>01</sub>	Organizational culture has a significant relationship with conflict management in the logistics industry.
<b>H<sub>02</sub>:</b> Organizational culture does not significantly influence workplace conflict resolution among employees in logistics companies.	11.78	1.98	0.000	Reject H <sub>02</sub>	Organizational culture significantly influences workplace conflict resolution among employees in logistics companies.
<b>H<sub>03</sub>:</b> Organizational rules and procedures do not significantly	10.64	1.98	0.000	Reject H <sub>03</sub>	Organizational rules and procedures significantly affect conflict management

affect conflict management among employees in logistics companies.					among employees.
H <sub>04</sub> : Employee communication does not significantly influence conflict resolution in logistics organizations.	11.23	1.98	0.000	Reject H <sub>04</sub>	Effective communication significantly influences conflict resolution in logistics organizations

### Interpretation:

The hypothesis testing was conducted using the t-test at a 5% level of significance to examine the relationship between organizational culture and conflict management in logistics companies in Navi Mumbai.

For the first hypothesis, the calculated t-value (12.46) is greater than the critical value (1.98). Therefore, the null hypothesis is rejected. This indicates that organizational culture has a significant relationship with conflict management within logistics organizations.

For the second hypothesis, the calculated t-value (11.78) is also greater than the critical value (1.98). Hence, the null hypothesis is rejected again. This shows that organizational culture significantly influences how workplace conflicts are resolved among employees in logistics companies.

For the third hypothesis, the calculated t-value (10.64) is greater than the critical value (1.98). Therefore, the null hypothesis is rejected. This indicates that

organizational rules and procedures play an important role in managing conflicts among employees.

For the fourth hypothesis, the calculated t-value (11.23) is also greater than the critical value (1.98). Hence, the null hypothesis is rejected. This shows that effective communication among employees and management significantly contributes to resolving workplace conflicts.

Overall, the results highlight that clear organizational policies and effective communication are key factors in improving conflict management within logistics companies.

Overall, the results suggest that a positive and supportive organizational culture plays an important role in managing and resolving workplace conflicts effectively in the logistics industry.

### Conclusion:

The study concludes that organizational culture plays a very important role in shaping how workplace conflicts are managed in logistics firms in Navi Mumbai. Companies that encourage open communication,

supportive leadership, teamwork, and mutual respect are more successful in resolving conflicts in a positive and constructive manner. Such organizations are able to maintain better employee relationships, reduce misunderstandings, and ensure smoother operations. On the other hand, organizations with rigid, highly hierarchical cultures often suppress conflicts instead of addressing them openly. This can lead to employee dissatisfaction, poor morale, and even operational disruptions over time.

Therefore, logistics firms should focus on building a strong and positive organizational culture. By improving communication systems, promoting participative leadership, and encouraging collaborative practices, organizations can manage conflicts more effectively and enhance overall performance and productivity in the long run.

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