

Achieving Effective Team Performance by the Mediating effect of  
Coordination through Conflict Management Approaches within  
the Public Sector Projects in Pakistan



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01-398192-031

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requirements for the award of degree of  
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## **DEDICATION**

This thesis is dedicated to Holy Prophet MUHAMMAD (PBUH) and my family especially my mother and father.

## **ACKNOWLEDGEMENT**

“I will like to appreciate my honorable teachers especially Dr. Shahid Iqbal for his guidance in my research journey and especially my family for their continuous support in my study and work endeavors. I will also like to thanks Bahria University’s IT, Library and Management Staff for their assistance and technical help in completing my thesis. I am also highly indebted to public sector departments for their support in data collection”



## **ABSTRACT**

This study intends to enhance the in-depth understanding of conflict management approaches with the mediating aspect of coordination, resulting in effective team performance and their relationship with each other within the Public sector projects in Pakistan.

In this study, we have investigated which conflict management approaches are mostly practiced among public sector organizations. Furthermore, how conflict management approaches cooperative, competitive, accommodation and compromising conflict management approaches as independent variables (IV's), coordination as a mediating variable (MV) and effective team performance as a dependent variable (DV) are correlated with each other. Pilot test is done to check the authenticity of research questionnaire from 66 public officers. After pilot testing a sample of 210 public sector officers from twelve Ministries of Pakistan is collected with a convenience sampling technique.

The link of Conflict management approaches with the mediation aspect of coordination to achieve effective team performance is very rarely discussed in the prior studies. Preceding studies focused on conflict management approaches and their relation with each other. Other studies were exploring the dimensions of coordination and project team performance, however the relation between conflict management approaches, coordination and effective team performance is rarely debated, hence is the contribution of this study. This paper defines the direct and indirect link of conflict management approaches with the mediating effect of coordination to achieve effective team performance. Thus, to identify the most optimum conflict management approach within Pakistani geographical environment. This study also greatly contributes towards the finding of an appropriate conflict management approach to achieve effective team performance and coordination within the public sector in Pakistan

Reliability statistics test, exploratory factor analysis (EFA), confirmatory factor test, correlation and regression has been done to check the significance of the study. All the statistical tests show positive significance. After the entire analysis, it has been concluded that practices of conflict management approaches (CMA) are most important for the effective team management and coordination within the public sector of Pakistan.

**THESIS KEYWORDS**

Effective Team Performance, Project, Organization, Coordination, Conflict Management Approaches, Team Members, Team Lead, Project Managers, Cooperative Conflict Management Approach, Competitive Conflict Management Approach, Accommodating Conflict Management Approach, Compromising Conflict Management Approach.

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**LIST OF  
SYMBOLS/ABBREVIATIONS/NOTATIONS/TERMINOLOGY**

ETP	Effective Team Performance
CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
KMO	Kaiser- Meyer-Olkin
Coord	Coordination
CMA	Conflict Management Approaches
PTM	Project Team Members
MRT	Measure of Reliability Test
SPSS	Statistical Package for Social Sciences



**LIST OF APPENDICES**

A.1

Questionnaire

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