

# Conflict management styles and organizational citizenship behavior towards a proactive conflict resolution program

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**Abstract:** This study assessed the correlation between educational leaders' conflict management styles and the non-teaching employees' organizational citizenship behavior (OCB) in A University. The respondents of the study were the 98 non-teaching employees from the various departments within A University. The study used adapted questionnaires that were customized to harmonize with the specific objective of establishing a relationship between conflict management styles and organizational citizenship behavior (OCB) among non-teaching staff. For the evaluation of conflict management styles, the researcher employed a modified version of the Thomas-Kilmann Model questionnaire, incorporating avoidance, accommodation, compromise, collaboration, and competition as the variables. To gauge the OCB of non-teaching employees, the researcher adapted a 25-item instrument rooted in the OCB scale formulated by Podsakoff in 1990. This tool encompasses facets such as altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Based on the conclusions derived in this study, the following are the recommendations: The study recommends implementing a conflict management program within organizations to address issues and foster an ideal working environment. It suggests offering training programs for leaders to improve conflict resolution skills, promoting open communication and recognizing high-level organizational citizenship behavior. The program should also encourage cross-functional communication and teamwork, and incorporate conflict management training into leadership development courses. The goal is to create a conflict management program where issues are skillfully addressed, ensuring that employees from diverse backgrounds feel valued and motivated. This Proactive Conflict Resolution Program aims to prevent conflicts from escalating, promoting a positive work environment by implementing proactive conflict resolution strategies based on organizational citizenship behavior.

**Keywords:** Conflict management styles; Organizational citizenship behavior; Conflict management model.

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## 1. Literature Review

### Conflict Management Styles

According to Sogra's (2022) study, managers' preferences for conflict management methods were not significantly influenced by their gender, albeit there may be differences in this regard between men and women. According to a thorough qualitative investigation, socially established gender roles are not rigid but rather malleable. Based on situational dynamics and organizational demands, both men and women often employ either task-oriented (competing) or relationship-oriented (accommodating) management styles.

The results of Brusko's (2010) study showed that there was no correlation between the respondent's determined conflict management approach and age. Thus, the preference of individuals for a particular conflict management strategy is not influenced by their age.

### Avoiding

According to the study of Lin (2023), the relationship between conflict management and communication styles of university leaders was explored within the framework of a leadership development program. According to the research, "compromising" and "collaborating" were the two most common dispute resolution strategies among university executives. Notably, older instructors tended to think their supervisors used the "avoiding" conflict management method more often than younger teachers did. A further finding of the study was that university administrators were seen as having a more "aggressive" communication style, with "passive"

communication being the least noticeable.

### Compromising

Khan et al. (2020) conducted a study on conflict management methods used by principals in higher secondary schools, taking into account their administrative experience. According to the findings of the study, many administrators employed the compromise conflict management technique to resolve disagreements in their schools. Collaborative conflict resolution was also a popular strategy for resolving problems and maintaining efficient school operations. The study discovered an insignificant connection between principals' years of administrative experience and their dispute resolution techniques. In other words, the length of time a principal spent in an administrative job had no significant impact on their approach to dispute resolution. Because administrative experience had a limited relationship with conflict management methods, the research suggested principals to use the compromise technique more frequently.

### Accommodating

Maeda's (2021) study investigated the conflict resolution strategies employed by school administrators, instructors, and student leaders. The study aims to analyze school leaders' conflict resolution abilities and knowledge, explore their conflict resolution procedures, and assess the effectiveness of these efforts. The study's findings found that compromise, accommodating, and open conversations during meetings were the most common conflict management tactics among school administrators, disciplinary instructors, and student leaders. These conversations provided an opportunity for

everyone to voice their thoughts and were beneficial in resolving controversial topics. In summary, the study showed similar dispute resolution techniques in Tanzanian schools, with school administrators and other stakeholders favoring compromise, accommodating, and open conversations.

#### **Collaborating**

Yazdanmehr et al. (2020) did a study to determine the proportion of instructors who demonstrated task-oriented and relational leadership styles. They also wanted to know which conflict resolution approaches task-oriented and relation-oriented instructors used the most. According to the study's findings, the majority of participants displayed a task-oriented leadership style in the classroom environment. The accommodating conflict management strategy was more widespread among task-oriented teachers. Relationship-oriented instructors, on the other hand, had a larger preference for the collaborative conflict management technique. Therefore, when disagreements emerged in the classroom, relational instructors tended to seek collaborative solutions with others rather than just giving in to the students' wishes.

#### **Competing**

Shee's (2021) study found that using a competing approach in conflict resolution can be effective in educational settings. This technique allows problems to be uncovered and resolved before they cause damage on relationships or develop into violence, both of which can have a negative impact on school stability and performance. As a result, the data revealed that using a competing approach can help achieve overall conflict management in schools. The competing approach, according to the study's findings, is characterized by assertiveness and uncooperation, since it entails the parties pursuing their own interests, frequently at the expense of the other side. This strategy is seen to be appropriate for settling disagreements in educational institutions, where moral authority and leadership integrity are required. Failure to properly handle disputes can jeopardize institutional effectiveness across several facets of the learning process.

#### **Organizational Citizenship Behavior (OCB)**

According to Härkönen (2023), organizational citizenship behaviors are actions taken voluntarily which improve work performance. The performance of an individual in one job is comparable to his or her performance in the next level. The most engaged, high-performing employees are likely to be promoted to managerial positions. With more duties and a role model status, it may be difficult for them to limit the quantity of additional organizational citizenship behaviors that they contribute. Furthermore, managers may have primary tasks in their companies, such as expert positions, that need them to work regular hours.

#### **Altruism**

Safitri et al. (2022) investigated Organizational Citizenship Behavior (OCB) among elementary school teachers, especially from the perspective of altruism. Their findings suggested that instructors who demonstrated OCB anchored in altruism were more likely to participate in activities such as substituting for absent colleagues, offering assistance to colleagues, and providing direction and support to new teachers. In essence, these educators displayed a desire to go above and beyond their ordinary tasks in order to assist and encourage their colleagues.

Furthermore, healthy altruism is important in inspiring individuals and has significant effects on group dynamics. According to Jonasson and Ingason (2022), it improves collaboration, ambition, dedication, and joy. This altruistic

conduct extends to offering direction and assistance to new teachers in the school for primary school teachers who display altruism in their Organizational Citizenship behavior (OCB). This act of supporting new teachers aims to improve overall school community teamwork and collaboration.

#### **Courtesy**

Rubiato's (2022) study highlighted a significant finding that underlines the importance of educators consistently demonstrating respect and responsibility to fulfill the organization's standards. Educators are supposed to be polite and trustworthy at all times, displaying good manners in their thoughts, words, and deeds regardless of the context or situation. This dedication to courtesy and politeness has a direct and beneficial impact on teachers' and school administrators' organizational citizenship behavior (OCB). Courtesy, defined as courteous and respectful behavior toward others, is critical in creating strong connections and contributing to the organization's overall success.

#### **Civic Virtue**

The study of Erturk's (2022) looked into the relationship between school administrators' empowering leadership practices and teachers' opinions of corporate citizenship. The study sought to discover how school administrators' empowering leadership influences teachers' organizational citizenship activities. The study found a significant and beneficial correlation among the total score on the empowering leadership scale and numerous characteristics such as empowerment, responsibility, and support. Similarly, a positive and highly significant link was found between the overall organizational citizenship scale score and qualities including collaboration, gentlemanliness, conscientiousness, and civic virtue.

According to Aljouni et al.'s (2020) research, organizational citizenship behavior (OCB) is critical for companies' continued growth and development. The study used a fuzzy technique to analyze how employees' gender and age impacted OCB in Jordanian public hospitals. The study discovered statistically significant variations in the influence of gender on OCB, with a total score of 0.011% in favor of men. This distinction was especially noticeable in the areas of charity, civility, and civic virtue. Similarly, with a total score of 0.27%, the impact of age on OCB was shown to have statistically significant variations, notably in politeness, sportsmanship, and civic virtue. Finally, this study provides significant baseline data for future studies that may explore deeper into employee demographics and their association with OCB. It emphasizes the need of taking gender and age into account while studying organizational citizenship behavior in Jordanian public hospitals.

#### **Sportsmanship**

Regarding the degree of organizational citizenship behavior (OCB) and servant leadership among school heads, Serrano-Quijan's (2020) study revealed notable findings. The research showed that organizational management was regarded as extremely high in terms of servant leadership, demonstrating a strong commitment to the responsible management of resources and the organization's well-being. According to the study, sportsmanship in OCB was at a modest level. All other OCB indicators among school leaders, such as altruism, politeness, civic virtue, and conscientiousness, obtained extremely high ratings. This shows that school administrators in the district commonly show generosity, demonstrating their readiness to support other educators with professional challenges and give a

helping hand when necessary.

According to Dedic et al. (2022), leaders play a key function inside companies and are the most important element. They lead corporate operations and individuals toward shared goals. The study demonstrated how various theories of leadership work together to boost organizational citizenship behavior (OCB). The study's findings revealed significant relationships between two particular leadership styles and a number of OCB factors, including altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Furthermore, the survey also revealed that among the participants, sportsmanship was the attribute they liked the least. In this sense, sportsmanship refers to a person's capacity to endure through hardships and adjust to changes in the work environment without shirking their responsibilities or complaining verbally or physically.

### **Conscientiousness**

Conscientiousness is a personality attribute defined by conduct that exceeds minimum anticipated levels, such as time management and exceeding fundamental expectations. This attribute is linked to increased individual and group efficiency. Conscientiousness is one of the Big Five personality traits, along with diligence and self-control. Research has repeatedly identified conscientiousness as a predictor of academic accomplishment, emphasizing its importance in different parts of life, including educational success. (Fan et al., 2023)

In a study conducted by Ali et al. (2021), the researchers explored the influence of ethical leadership on employee job behavior. The study also aimed to investigate the moderating role of Conscientiousness in the relationship between ethical leadership and employee job behavior. The findings revealed that ethical leadership was found to have a positive and significant impact on various aspects of employee job behavior. This included organizational citizenship behavior at both the organizational and individual levels, as well as in-role performance. Furthermore, conscientiousness played a significant mediating role in the relationship between ethical leadership and employee job behavior. This suggests that Conscientiousness helped explain why ethical leadership had a positive impact on employee job behavior. Conscientious individuals, who are typically responsible, organized, and diligent, were more likely to exhibit positive job behaviors in response to ethical leadership.

### **The Correlation Between Conflict Management Styles and OCB**

Mairaj and Siddiqui (2020) investigated the relationship between diverse conflict resolution techniques (including accommodating, avoiding, compromising, cooperating, and competing) and workplace dissatisfaction and Organizational Citizenship Behavior (OCB). The findings revealed that there is a link between conflict resolution strategies and OCB. Employees who use the cooperating and compromise strategies in resolving conflicts are more likely to display OCB. This shows that how employees approach and resolve disagreements might impact their probability to engage in voluntary organizational actions. They acquire a sense of ownership over their organization, as well as a sense that their organization owns them. They consider themselves a significant component of their organization. However, the findings also reveal that individuals who adopt the collaborative technique to settle problems are more likely to acquire a frustrated attitude about their company.

Butt (2022) investigated the relationship between conflict

management methods, Organizational Citizenship Behavior (OCB), and Counterproductive Work Behavior (CWB) among Pakistani industrial workers. Their findings highlighted the importance of conflict management strategies in impacting CWB and OCB. The study specifically emphasized the value of staff training in encouraging the adoption of problem-solving management styles. The findings imply that encouraging problem-solving conflict resolution tactics can lead to lower CWB and higher OCB among Pakistani industrial workers. Furthermore, the study highlighted the need for more relevant and complex models that are aligned with Pakistan's socio-cultural setting. Such models might be useful inputs for regional policies and organizational practices.

## **2. Theoretical Framework**

This research was grounded in two specific theories: Thomas-Kilmann's Five Modes for Handling Conflicts and Social Identity Theory.

The Five Conflict Handling Modes, devised by Kenneth Thomas and Ralph Kilmann, establish a structure for comprehending how individuals navigate and address conflicts. These modes delineate various strategies individuals employ when confronted with conflict scenarios. These strategies encompass competing, accommodating, avoiding, collaborating, and compromising.

Social Identity Theory elucidates the impact of individuals' association with groups on their behavior. Employees who hold a strong affiliation with their organization might exhibit Organizational Citizenship Behavior (OCB) as a means to express and reinforce their allegiance and dedication to the organization.

The connection between conflict management and Organizational Citizenship Behavior (OCB) can be illuminated by the amalgamation of two pertinent theories: Thomas-Kilmann's Five Modes for Handling Conflicts and Social Identity Theory.

Thomas-Kilmann's conflict handling modes offer a lens through which we can comprehend the behaviors individuals adopt when addressing conflicts. The interplay of these modes, such as collaborating, avoiding, or compromising, directly influences how employees navigate challenging situations within the organization. This approach demonstrates how conflict resolution choices can impact employees' attitudes and perceptions, which, in turn, could shape their propensity to engage in OCB. The ability to collaboratively address conflicts might lead to a more conducive environment for OCB, as employees perceive their actions as aligned with organizational values.

Concurrently, Social Identity Theory emphasizes the profound influence of an individual's identification with a group, like an organization, on their behavior. When employees strongly identify with their organization, they often exhibit behaviors that bolster the group's identity. In the context of OCB, such identification could lead to a heightened inclination to engage in behaviors that benefit the organization as a whole, extending beyond formal job responsibilities. Essentially, the theory suggests that the more an employee identifies with the organization, the more likely they are to demonstrate OCB due to a sense of loyalty and commitment.

Therefore, these two theories converge to underline how the choices made in conflict management, as delineated by Thomas-Kilmann's modes, can interact with an individual's

sense of belonging and commitment, as described by Social Identity Theory. This interaction forms the basis for understanding how the resolution of conflicts can impact an employee's propensity to engage in OCB – a vital aspect of organizational dynamics.

### 3. Significance of the Study

The study on leaders' conflict management styles and organizational citizenship behavior is tremendously beneficial to many stakeholders. The people listed below are just a few of those that potentially benefit from the study in various ways:

**Employees.** They can develop a deeper comprehension of various conflict resolution approaches and how they influence organizational citizenship behavior. This awareness can assist them in more adeptly managing conflicts in the workplace and making a constructive contribution to their professional environment.

**Educational Managers and Leaders.** They can acquire knowledge regarding proficient conflict resolution skills, which can result in enhanced team dynamics and the creation of more cohesive work settings. This, in turn, has the potential to foster heightened productivity and a decrease in employee turnover.

**Human Resources Professionals.** HR experts can integrate the discoveries from this study into training initiatives and policies concerning conflict resolution and employee conduct. This has the potential to pave the way for the formulation of more potent human resources strategies.

**Consultants and Coaches:** Experts offering consultancy and coaching services to organizations can leverage the insights derived from this study to provide customized guidance and remedies to clients grappling with difficulties in managing conflicts.

**Future Researchers.** This study has the potential to establish a base for future investigations within the realms of conflict management, organizational behavior, and employee psychology. It can play a role in advancing scholarly comprehension of the correlation between conflict resolution styles and organizational citizenship behavior.

### 4. Scope and Delimitation of the Study

The assessment of the correlation between conflict management styles among educational leaders and organizational citizenship behavior of the non – teaching employees forms the essence of this study. However, it is essential to acknowledge specific limitations that could influence the broader applicability and depth of the findings.

The evaluation of conflict management styles and organizational citizenship behavior might be susceptible to individual perceptions and biases, potentially compromising the precision of the outcomes, despite the utilization of standardized and adapted questionnaires.

Given that the study's scope is confined to the non – teaching employees of A University, the outcomes may not possess universal relevance across all organizational contexts. The variations in industries, cultures, and organizational sizes could potentially yield diverse results.

Lastly, the study's findings could encounter constraints stemming from the composition and characteristics of the chosen sample. The demographic representation and size might not comprehensively mirror the diversity found across all educational institutions.

## 5. Definition of Terms

The researcher enumerates the terminologies employed within this study. These definitions serve as a resource for the general public to comprehend the functional significance and relevance of these terms within the context of the study. This section encompasses not only the explication of variables but also clarifies other pertinent terms that are referenced throughout the entirety of the research.

**Conflict:** Conflict refers to a state of disagreement, but it's important to note that conflict doesn't necessarily entail confrontational actions. Conflict arises when differing facts, desires, or fears lead participants to pull or push against each other, causing divergence.

**Conflict Management:** Conflict management involves the process of seeking resolutions to conflicts. Ideally, conflict resolution is a collaborative approach to problem-solving, where parties engage in cooperative discussions to arrive at an action plan that satisfies both sides.

**Avoiding:** Avoiding occurs when individuals choose to overlook or disengage from the conflict. This approach is adopted when the discomfort of confronting the issue surpasses the potential benefits of resolving it.

**Accommodating:** Accommodating entails one party yielding to the demands or desires of another. While being cooperative, this approach lacks assertiveness.

**Compromising:** Compromising involves a strategy where participants exhibit partial assertiveness and cooperativeness. The concept revolves around each party giving up some of their preferences, resulting in no one gaining everything they want.

**Collaborating:** Collaborating is employed when individuals display both assertiveness and cooperativeness. In this method, participants contribute collectively, aiming to jointly craft a solution that garners support from everyone involved.

**Competing:** Competing is utilized by individuals who enter a conflict with the intention of prevailing. This approach is assertive but not cooperative, operating under the assumption that one party emerges as the winner, leaving others as losers.

**Organizational Citizenship Behavior:** Organizational Citizenship Behavior (OCB) refers to voluntary and discretionary actions that employees engage in within an organization, going beyond their formal job responsibilities.

**Altruism:** Altruism in OCB involves acts of selflessness and helpfulness towards colleagues and the organization as a whole.

**Courtesy:** Courtesy in OCB involves displaying politeness, respect, and consideration towards colleagues, clients, and others within the workplace.

**Civic Virtue:** Civic virtue in OCB involves active participation and engagement in organizational activities that contribute to the betterment of the workplace and its overall environment.

**Sportsmanship:** Sportsmanship in OCB involves maintaining a positive attitude, even in challenging or competitive situations, and supporting the overall morale and camaraderie within the workplace.

**Conscientiousness:** Conscientiousness in OCB involves demonstrating diligence, reliability, and a strong work ethic in tasks and responsibilities that contribute to the organization's success.

## 6. METHODOLOGY

This section offers a comprehensive insight into the study's methodology, encompassing details about the participants, research instrument, data collection process, and the subsequent statistical analysis. It serves as an elucidation of the approaches and strategies that will be employed to acquire and scrutinize the data for this study.

### 6.1. Research Design

The study adapted a descriptive comparative correlation design to investigate the relationship between the leaders' conflict management styles and the non – teaching employees' organizational citizenship behavior (OCB). In this design, data pertaining to both variables were collected from a selected sample of employee respondents. Subsequently, the collected data were subjected to analysis to determine the nature and strength of the relationship existing between these two variables.

### 6.2. Sampling Method

**Table 1.** The researcher used total enumeration, capturing all the 98 non – teaching employees from the various departments within A University as follows:

DEPARTMENT	NUMBER OF EMPLOYEES
Teaching Work Department	10
Student Management Department	9
Employee Management Depratment	8
Admissions Department	10
Human Resources Department	6
Finance Department	5
Information Management Depratment	12
Teaching Development Department	13
Logistics Support Department	20
Party Committee Office	5
TOTAL	98

Total enumeration, also known as complete enumeration or census within the realm of research, constitutes a methodology for data collection that entails scrutinizing and evaluating the entire population or focal group, as opposed to merely a sample or subset thereof. This approach endeavors to amass data from each and every individual or component within the populace, ensuring no exclusions.

In the case at hand, the researcher serves as the Chief of the HR Department at A University. Given the relatively modest or manageable size of the non-teaching staff population, this researcher found it practical to gather information from the entire group. This methodology bestowed upon the study an exhaustive and precise depiction of the complete populace, effectively mitigating the potential for sampling discrepancies and enabling the researcher to formulate accurate deductions.

### 6.3. Research Instruments

The questionnaires were customized to harmonize with the specific objective of establishing a relationship between conflict management styles and organizational citizenship behavior (OCB) among non-teaching staff at A

University.

For the evaluation of conflict management styles, the researcher employed a modified version of the Thomas-Kilmann Model questionnaire, incorporating avoidance, accommodation, compromise, collaboration, and competition as the variables.

To gauge the OCB of non-teaching employees, the researcher adapted a 25-item instrument rooted in the OCB scale formulated by Podsakoff in 1990. This tool encompasses facets such as altruism, courtesy, civic virtue, sportsmanship, and conscientiousness.

#### Data Gathering Procedure

In order to uphold ethical standards and ensure the protection of participants' rights and confidentiality, the researcher looked for approval from the applicable institutional review boards or ethics committees. Furthermore, specialists in educational leadership authenticated the updated questionnaires to ensure their reliability and consistency.

The researcher submitted a formal letter of request to the principal of A University after receiving all necessary permits. The letter asked permission to perform the study. The questionnaires were distributed to the employee respondents for data collection after getting permission. The study was scheduled in the first semester of the 2023–2024 academic year.

### 6.4. Statistical Treatment of Data

The study's data had undergone analysis utilizing the following statistical techniques, conducted at a significance level of 0.05, employing the Statistical Package for Social Sciences (SPSS) software application.

#### 1. Frequency Count and Percentage

The researcher utilized this approach to assess the sex, age, and marital status of the participating employees.

#### 2. Weighted Mean

The researcher employed this strategy to assess the conflict management styles exhibited by leaders. This assessment encompassed factors such as avoidance, accommodation, compromise, collaboration, and competition. Concurrently, the organizational citizenship behavior (OCB) of non-teaching employees was evaluated, with key factors including altruism, courtesy, civic virtue, sportsmanship, and conscientiousness.

#### 3. Standard Deviation

This statistical measure was used to gain significant insight into the distribution of data points in regard to the mean value, which was useful in determining whether they have a wide spread or a close concentration.

**Table 2.** The following scales guided the study's overall findings:

Weight	Scale/Range	Descriptions
4	3.51-4.00	Strongly Agree/Very Highly Evident
3	2.51-3.50	Agree/Highly Evident
2	1.51-2.50	Disagree/Not Quite Evident
1	1.00-1.50	Strongly Disagree/Not Evident

#### 4. T-test /ANOVA

The researcher employed the t-test, Analysis of Variance (ANOVA), or F-test to ascertain whether statistically

significant distinctions existed in the employee participants' viewpoints concerning their leaders' conflict management styles and their individual OCB, while taking into account their respective profiles.

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#### 5. Pearson's r Correlation Analysis

Pearson's r correlation analysis was utilized by the researcher to explore the correlation between leaders' conflict management styles and the organizational citizenship behavior (OCB) of non-teaching employees.

Decision Criteria

Within the framework of hypothesis analysis, a significance level of 0.05 was employed. The null hypothesis was accepted solely if the computed significance value surpasses 0.05, indicating the absence of a noteworthy relationship. Conversely, if the significance value equals or falls below 0.05, the null hypothesis was rejected, implying a statistically significant association between the variables.

## 7. Ethical Considerations

In the study of leaders' conflict management styles and employees' Organizational Citizenship Behavior (OCB), several ethical considerations were taken into account. These factors included:

**Informed Consent.** Ensuring that participants were completely aware of the study's nature, goal, and any dangers before consenting to participate. Participants should give their consent voluntarily, freely, and without coercion.

**Confidentiality.** Protecting the privacy and confidentiality of participants' answers. To preserve participant privacy, data were handled anonymously or with identifiers removed.

**Voluntary Participation.** Guaranteeing that participation was voluntarily given and that participants have the freedom to leave the study at any time without suffering repercussions.

**Deception.** If any sort of deceit is employed, it should be kept to a minimum, and participants should get a debriefing to explain the study's genuine objectives.

**Minimizing Harm.** Implementing safeguards in place to lessen any potential damage that might be done to participants' bodies, minds, or spirits. It should not be stressful or uncomfortable in excess.

## 8. RESULTS AND DISCUSSIONS

This section discusses the data gathering procedure, the findings, and the researcher's interpretation of the stated problem. It also contains explanations of deductions and interpretations based on both factual evidence and personal experience.

Based from the results, the avoiding style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness.

The accommodating style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of civic culture, however relationship exists to a very low level in terms of altruism, courtesy, sportsmanship, and conscientiousness.

Mairaj and Siddiqui (2020) investigated the relationship between diverse conflict resolution techniques (including accommodating, avoiding, compromising, cooperating, and competing) and workplace dissatisfaction and Organizational

Citizenship Behavior (OCB). The findings revealed that there is a link between conflict resolution strategies and OCB. Employees who use the cooperating and compromise strategies in resolving conflicts are more likely to display OCB. This shows that how employees approach and resolve disagreements might impact their probability to engage in voluntary organizational actions.

The compromising style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of altruism, courtesy, and conscientiousness. However significant relationship to a moderate level was found in terms of civic virtue, and sportsmanship.

The collaborating style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of altruism. However, it was found to be significantly correlated to a moderate degree with the employees' organizational citizenship behavior in terms of courtesy, civic virtue, and sportsmanship and to a very low degree in terms of conscientiousness.

The competing style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of altruism and conscientiousness, however significant relationship to a moderate level exists in terms of civic virtue, and to a very low level in terms of courtesy and sportsmanship.

The result shows that avoiding style of conflict management of leaders did not make significant impact to the employees' organizational citizenship behavior. On the other hand, accommodating and competing styles were found to be significantly correlated to a very low degree, while compromising and collaborating to a moderate degree with the employees' organizational citizenship behavior.

The over-all result indicates that the conflict management style of leaders is significantly correlated with the employees' organizational citizenship behavior to a moderate degree indicating a moderate relationship.

Understanding the connection between employees' organizational citizenship behavior (OCB) and leaders' conflict management techniques is essential for comprehending the significance of the relationship. A moderate correlation indicates that these two variables are meaningfully related. Organizational leaders and managers may find this information useful as it illustrates the possible effects of their dispute resolution strategies on worker engagement and behavior in the workplace. Understanding this connection allows managers to modify their approaches to dispute resolution in order to encourage positive corporate citizenship among staff members, which will eventually improve teamwork and productivity in the workplace.

Butt (2022) investigated the relationship between conflict management methods, Organizational Citizenship Behavior (OCB), and Counterproductive Work Behavior (CWB) among Pakistani industrial workers. Their findings highlighted the importance of conflict management strategies in impacting CWB and OCB. The study specifically emphasized the value of staff training in encouraging the adoption of problem-solving management styles. The findings imply that encouraging problem-solving conflict resolution tactics can lead to lower CWB and higher OCB among Pakistani industrial workers. Furthermore, the study highlighted the need for more relevant and complex models that are aligned with Pakistan's socio-cultural setting. Such

models might be useful inputs for regional policies and organizational practices.

## 9. CONCLUSION AND RECOMMENDATIONS

This study analyzed the relationship between leaders' conflict management styles and the employees' organizational citizenship behavior in A University.

### 1. Profile of the Respondents

The majority of employee respondents are single women who compose a significant portion of the sample. Furthermore, a considerable number of people are rank and file employees, and most of them are between the ages of 41 and 50.

2. The employee respondents' assessment of the conflict management styles of their leaders in terms of avoiding, accommodating, compromising, collaboration and competing.

#### 2.1 Avoiding

Avoiding was not quite evident among the leaders based on the assessment of the employee respondents. This implies that, while employees recognize their leaders' tendency to avoid openly addressing conflicts, they do not perceive leaders' proactive efforts to actively resolve issues when they come up.

#### 2.2 Accommodating

Accommodating was highly evident among the leaders based on the assessment of the employee respondents. This shows that, while employees acknowledge their leaders' inclination to avoid confrontation and foster workplace peace, there is less perceived effort by leaders to meet the expectations of others.

#### 2.3 Compromising

Compromising was highly evident among the leaders based on the assessment of the employee respondents. This style involves seeking solutions that may not fully satisfy all parties involved but aim to reach a consensus and move forward with the least amount of conflict possible.

#### 2.4 Collaborating

Collaborating was highly evident among the leaders based on the assessment of the employee respondents. It implies that employees perceive their leaders employ a collaborative approach of resolving conflicts. A collaborative approach to conflict resolution entails leaders working closely with others to uncover underlying issues, consider multiple views, and seek mutually beneficial solutions.

#### 2.5 Competing

Competing was highly evident among the leaders based on the assessment of the employee respondents. It emphasizes the tendency of leaders to express their positions firmly and prioritize their own interests in cases of conflict.

3. The significant difference in the employee respondents' assessments of their leaders' conflict management style when their profiles are taken as test factors

### 3.1 When Sex is Taken as Factor

There is no significant difference in the assessment of the respondents when their sex is taken as test factor. The result shows that male and female employee respondents have relatively the same assessment on their leaders' conflict management style in terms avoiding, accommodating, collaborating, and competing. However, significant difference exists in terms of compromising. This further shows that male employees have seen their leaders to be more on compromising than the female employees.

### 3.2 When Age is Taken as Test Factor

There is no significant difference in the assessment of the respondents when their age is taken as test factor. The result shows that employee respondents have relatively the same assessment on the conflict management style of their leaders in terms of avoiding, accommodating, compromising, collaborating, and competing regardless of their age.

### 3.3 When Marital Status is Taken as Test Factor

There is no significant difference in the assessment of the respondents when their marital status is taken as test factor. The result shows that employee respondents have relatively the same assessment on the conflict management style of their leaders in terms of avoiding, accommodating, compromising, collaborating, and competing regardless of their marital status.

### 3.4 When Position is Taken as Test Factor

There is no significant difference in the assessment of the respondents when their position is taken as test factor. The result indicates that employee respondents have relatively the same assessment on the conflict management style of their leaders in terms of avoiding, accommodating, compromising, collaborating, and competing regardless of the position they are holding.

4. The employees' assessment of their organizational citizenship behavior in terms of altruism, courtesy, sportsmanship, and conscientiousness.

#### 4.1 Altruism

Altruism was highly evident among the employees based on their assessment of their organizational citizenship behavior. Employees' high willingness to assist new colleagues in adjusting to their responsibilities suggests a welcoming and accepting organization. However, while they are also likely to assist others dealing with heavy workloads, the degree of support offered may not be as significant as that provided to new employees.

#### 4.2 Courtesy

Courtesy was highly evident among the employees based on their assessment of their organizational citizenship behavior. This implies that employees exhibit excellent organizational citizenship behaviors, including altruism and courtesy. This shows that employees are willing to go above and beyond their formal job responsibilities to assist others and protect their coworkers' rights.

#### 4.3 Civic Virtue

Civic Virtue was highly evident among the employees based on their assessment of their organizational citizenship behavior. The data implies that employees have a strong sense of organizational citizenship behavior, particularly civic virtue. They actively participate in corporate communications and keep informed about announcements and memos, demonstrating a dedication to staying up-to-date and participating in business activities

#### 4.3 Sportsmanship

Sportsmanship was highly evident among the employees based on their assessment of their organizational citizenship behavior. Employees showed a high sense organizational citizenship behavior, especially in terms of sportsmanship. They actively participate in problem solving and contribute to the development of solutions inside the business, demonstrating a proactive attitude to handling difficulties.

#### 4.4 Conscientiousness

Conscientiousness was highly evident among the employees based on their assessment of their organizational citizenship behavior. The employees believe that they provide an honest day's labor for the remuneration received, reflecting a dedication to carrying out their job tasks thoroughly.

5. The difference in the employee respondents' assessment on their organizational citizenship behavior when their profiles are taken as test factors.

#### 5.1 When Sex is Taken as Test Factor

There is no significant difference in the assessment of the employee respondents when their sex is taken as test factor. The study reveals that older personnel and those with greater levels of education had higher levels of OCB. This suggests that age and educational attainment may impact employees' views and actions inside the firm, resulting in differences in their participation in extracurricular activities and contributions to the workplace.

#### 5.2 When Age is Taken as Test Factor

There is no significant difference in the assessment of the employee respondents when their age is taken as test factor. Age does not appear to be a significant factor determining the amount to which individuals participate in organizational-beneficial actions outside of their regular job responsibilities.

#### 5.3 When Marital Status is Taken as Test Factor

There is no significant difference in the assessment of the employee respondents when their marital status is taken as test factor. The study found that when marital status is used as a test factor, there is no significant difference in the degree of organizational citizenship across several characteristics such as altruism, civility, civic virtue, sportsmanship, and conscientiousness.

#### 5.4 When Position is Taken as Test Factor

There is no significant difference in the assessment of the employee respondents when their position is taken as test factor. This result suggests that employees present comparable levels of organizational citizenship behavior in terms of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness, regardless of their position within the company. These features of organizational citizenship do not seem to be influenced by one's position within the company.

6. The relationship between the leaders' conflict management styles and the employees' organizational citizenship behavior

Based from the results, the avoiding style of conflict management of leaders was not found to be significantly correlated with the employees' organizational citizenship behavior in terms of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. The over-all result indicates that the conflict management style of leaders is significantly correlated with the employees' organizational citizenship behavior to a moderate degree indicating a moderate relationship. Understanding this connection allows managers to modify their approaches to dispute resolution in order to encourage positive corporate citizenship among staff members, which will eventually improve teamwork and productivity in the workplace.

7. The proposed Proactive Conflict Resolution Program aims to create a workplace culture that anticipates and prevents conflicts, fostering a positive and resilient organizational environment. The outlined schedule, budget, and expected outcomes provide a roadmap for the successful implementation and continuous improvement of the program over three years.

## 10. Conclusion

The study's presented findings led to the researcher's information of the following conclusions.

Based on the data, it can be concluded that a considerable proportion of the employee respondents are female, primarily

unmarried, and work in rank-and-file jobs. Furthermore, a significant amount of people falls within the 41–50-year-old age bracket.

While collaboration emerged as the predominant approach to conflict management among the leaders, followed by accommodation, compromise, and competition, it can be concluded that the leaders' specific approach to conflict resolution was somewhat unclear. Nevertheless, employee respondents generally perceived the leaders' conflict management strategies as highly evident.

Based on the results, employee respondents' assessments of their leaders' conflict management styles show consistency across various demographic factors including sex, age, marital status, and position. The data indicates that these demographic variables do not notably affect how employees perceive their leaders' approaches to avoiding, accommodating, collaborating, and competing. However, there is variation observed specifically in the context of compromising.

It can be concluded that employees consistently display high levels of organizational citizenship behaviors, particularly in the areas of altruism, courtesy, civic virtue, and sportsmanship.

It can be concluded that the demographic factors such as sex, age, marital status, and position do not notably influence how employees assess the company's citizenship behavior in terms of altruism, courtesy, civic virtue, and sportsmanship. This suggests that regardless of demographic variables, employees tend to rate their organizational citizenship behavior similarly.

The results show a clear relationship between leaders' conflict management and employee respondents' organizational citizenship behavior in terms of altruism, courtesy, civic virtue, and sportsmanship. This underscores the importance of understanding how employees' organizational citizenship behavior is influenced by leaders' conflict management techniques and emphasizes the significance of this relationship.

## 11. Recommendations

The following recommendations are based on the findings of this research:

Take into consideration providing specific initiatives or programs, including seminars on skill development or wellness plans catered to the requirements of employees in the 41–50 age range.

Offer leadership development and training programs to improve leaders' ability to resolve conflicts, especially when there is a lack of conciseness, such when it comes to opposing or compromise. In order to guarantee that the staff members comprehend the reasoning behind leaders' conflict resolution tactics, promote a more open and honest communication style.

Provide leaders with training sessions or talks on conflict management strategies that succeed, concentrating on areas where there are major disagreements, like compromise. Ensure that leaders are prepared to resolve issues in a way that resonates with workers from a wide range of demographic backgrounds by holding frequent evaluations or feedback sessions.

Encourage good workplace norms and values by acknowledging and recognizing staff members who exhibit high levels of organizational citizenship behavior. Encourage employees to engage in altruistic, courteous, and civic-minded actions by cultivating a culture of appreciation and



acknowledgment.

Establish an inclusive and equitable culture in order to make sure that workers, regardless of their demographic backgrounds, feel valued and driven. Organize distinct staff groups to work together more cohesively by creating chances for cross-functional communication and teamwork.

Incorporate conflict management training into leadership development courses to highlight how actions taken by leaders, influence employees' views and behaviors. Promote open lines of communication between managers and staff to guarantee that objectives pertaining to organizational citizenship are understood and aligned.

Based on this study, the researcher recommends implementing a conflict management program within organizations. This program aims to efficiently resolve discrepancies and foster an ideal working environment by establishing a framework for productive conflict resolution. The goal is to cultivate a peaceful workplace where issues are skillfully addressed.

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