

Conflict Management Styles, Organizational Citizenship Behaviour and Counterproductive Work Behaviour In Industry Workers

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Received March 06, 2022; Accepted May 12, 2022

Abstract

This study sought to investigate the association between conflict management styles, organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB) in industry workers of Pakistan. Participants comprised 600 industry workers (300 from local and 300 from multinational industries), age 25 through 40 years, with a least experience of one year of working on the same position. Organizational Citizenship Behavior Checklist (OCB-C), Counterproductive Work Behavior Checklist (CWB-C), The Dutch Test for Conflict Handling (DTCH) were used to gather data from employees. The results did not indicate that, more FA is likely to result in significantly more OCB, significantly lesser CWB and significantly lesser burnout in industry workers. Similarly, an increase in burnout is likely to predict a significant decrease in OCB and significant increase in CWB of industry workers. Further, burnout significantly mediated the relationship between FA and OCB as well as FA and CWB. In a rapidly changing post-covid world, such studies are very important to inform policy makers and have important implications for industrial/organizational psychologists and consultants like defining the limit of autonomy for industry workers, keeping a check on burnout and CWB while striving for more OCB.

Keywords: Organizational Citizenship Behaviour, Counterproductive Work Behaviour, Burnout, Factual Autonomy

Introduction

Employees of any organization are its most valuable resource. Employees come from diverse backgrounds, beliefs etc. but they must work together towards a predefined common goal/s. Consequently, conflict/s between employees, at all levels, is a very natural and usual part of any workplace (Dutsch, 1981). Conflicts are one of the most important impediments in achieving organizational goals (Katz, 1964). This indicates the importance of understanding how employees manage their conflicts. Further, there is a strong need to understand the association between conflict management styles of employees with other important variables like organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB). This understanding is extremely important to provide requisite contentment and motivation for the employees that provides the bases for their substantial contributions to the organization.

Conflict is a social problem involving two or more individuals, communities, families, districts or parties are in a disagreement with one another (Dzurgba, 2006). Conflict is regarded as both destructive (Dutsch, 1981) as well as positive because it maintains power balance between conflicting parties, encourage open discussion on different points of views etc. (Black et al., 1964; Coser, 1956; Filley 1975; Hall, 1986). Hence, conflict is considered constructive if it can be resolved effectively and efficiently (Bohar, 2001), therefore, there is a need to understand how employees manage their conflicts.

Management of conflicts is set of tasks or actions undertaken by the party for managing a conflict with other person or group of people (Deutch, 1973). A number of theories elaborate the management of conflicts. For example, Dual Concern Theory of Conflict Management (Blake & Mouton, 1964), Theory of Cooperation and Competition of (Deutch, 1973). This research will mainly focus on Deutch's theory, which elaborates five conflict management styles i.e. yielding, compromising, forcing, problem solving and avoiding. This theory emphasizes that conflict management works on concern for others and concern for self-dimensions. High concern for self and low concern for others leads to the forcing conflict management style. People who prefer yielding style have low concern for self and high concern for others. Avoiding conflict management style results when the person has low concern for self and for others as well, and problem-solving style is preferred when the person has high concern for them as well for other party, whereas compromising conflict management style is presented both level of concern for self and for other equally (Pruitt & Rubin, 1986). Conflict management styles are strongly associated with OCB and CWB (Beeb, 2007; Duffy et al., 2002; Fox et al., 2001; Ghazliyar & Borghei, 2015; Moorman, 1991; Trudel & Reio, 2011).

If an organization is a city and the staffs working there are citizens, then the way they desire to be in that city is their citizenship behaviour (Wengrzyn, 2003). OCBs are behaviours of employees that may not be important for the task or job but they serve to enhance the organizational functioning, effectiveness (Bateman & Organ, 1983; Lee & Allen, 2002; Organ, 1988; Podsakoff et al., 1993; Smith et al., 1983; Werner, 2000). OCBs can be towards individuals e.g. altruisms, courtesy, cheerleading and/or towards organization e.g. conscientiousness (Williams & Anderson, 1991), sportsmanship, and civic virtue (Coleman, & Borman, 2000). Therefore, organizations encourage enhancement of OCB are concerned regarding the level of OCB in their employees (Ahmed, 2011). The way workers working in an organization think beyond their job duties and how much they feel connected with the organization is part of OCB. Organizational Citizenship behaviour and counterproductive workplace behaviours (CWB) are two opposing behaviours in a workplace. Same factors can affect them in opposite directions e.g. burnout may increase CWB and, at the same time, decrease OCB (Hunt, 1996).

Counterproductive behaviours at workplace can vary from minor behaviours like stealing a pen, to some kind of serious offences such as stealing big amount. These behaviours can occur at individual level and sometimes at organizational level as well (Bennet & Robinson, 2000). For example, spreading rumours about someone and physical violence lie in the realm of interpersonal CWB. On the other hand, littering the work environment and misuse of equipment comes under the organizational level CWB. There is no clear definition of CWBs. Generally, CWBs are any intentional inappropriate behaviour that can cause negative consequences in an organization (Klandermans, 1997), that may harm an organization and the people i.e. employees and customers (Rotundo & Spector, 2001), and that can be perceived by the organization as opposing to its lawful interests (Sackett & DeVore, 2001). CWBs are serious economic and functional threats to the organizations (Camera & Schnieder, 1994; Murphy, 1993).

(Hollinger & Clark, 1982). (Robinson & Bennett, 1995). (Gruys & Sackett, 2003).

(Chen and Spector 1992) (Spector and Jex 1998). (Spector and Jex 1998).

Literature Review

Despite the importance of these variables, indigenous literature on these topics is scarce. Several studies in the west have explored the relationship between conflict management and OCB or conflict management and CWB but they have not been studied simultaneously, with this theory-driven approach (Dutsch, 1981), and in industry worker of a patriarchal, collectivist country like Pakistan. There are many related findings in the literature as mentioned hereinafter.

Studies indicate that unresolved conflicts can lead to lower OCB and lesser feelings of personal accomplishment (Beeb, 2007, Ghazliyar & Borghei, 2015; Moorman, 1991). Similarly,

CWB is strongly associated with conflict management (Fox et al., 2001) and unresolved conflicts can lead to greater CWB. This relationship was also true for passive CWB and was especially manifested in laziness on job as well as long breaks (Duffy et al., 2002). However, as mentioned earlier these studies were conducted in the West. Dominating conflict resolution style is associated with more uncivil behaviours and may lead to retaliation (Bies & Tripp, 2001; Trudel & Reio, 2011)

Use of effective conflict handling styles is likely to lead to more effective organizational outcomes (Burke, 2010; Rahim, 2000) as well as work outcomes (Akufo, 2015). Avoiding and compromising styles of conflict management were found negatively associated with more CWB in employees. CWBs, in turn, is associated with negative emotions which result in a decrease of OCB and increase of CWBs. This further impede the process of conflict management and may result in displacement of anger on juniors or co-workers to further add to the problems. These emotional reactions can also lead to bullying and it can result on organizational level CWBs e.g. wasting of materials, intentional damage to valuables etc. (Oluremi et al., 2003). Therefore, conflict management styles also have a link with work performance indicators (Alper et al., 2000, Meyer, 2004; Spector & Fox, 2002) as well as violation of cultural norms, dysfunctional behaviours, lower productivity and even to the downfall of the entire organization (Kuhn & Poole, 2000).

Effective conflict management styles can be beneficial for the organizations and are usually negatively related with CWBs and positively related with OCBs (Meyer, 2004). Employees who can handle their conflicts effectively are considered more skilful, better communicators and leaders in the organizations (Gross & Guerrero, 200). Effective conflict management is also associated with transformational leadership which can lead to higher OCB and lower CWBs (Hunitie, 2016). Conflict management styles are invariant across gender (Shami et al., 2008), however, men were more inclined to adopt compromising style whereas, women were more likely to adopt the dominating style. Similarly, women were more inclined to adopt avoiding style compared to men (Cetin & Hacifazlioglu, 2004).

Conflict management styles vary from culture to culture (Ahmed & Ahmed, 2015; Bugler & Somech, 2004; Swierzek & Onishi, 2003) and may be moderated by emotional intelligence (Salami, 2009). No conflict management style can be considered as the best without considering the context. Effectiveness of any conflict management style is contingent upon the context (Rahim, 2002).

Considering the importance of these variables several similar studies have been conducted but not with these variables and not in the socio-cultural context of patriarchal, collectivist countries e.g., Pakistan (Butt et al., 2022). Socialization in different societies is likely to result in different workplace behaviors (Yousaf et al., 2022). Employees are social beings, socialized into their own cultures. They bring their specific values, norms etc. to their workplace and effect fellow employees as well as are affected by the values, norms etc. of the other employees. Such interactions may be unique and

different from interactions in the organizations of the egalitarian, individualistic Western countries (Butt et al., 2022). This huge gap warrants indigenous studies on these topics for development of indigenous models of industrial/organizational psychology and policy making grounded in the indigenous empirical findings.

Therefore, this study aims to investigate the relationship between conflict management styles (yielding, compromising, forcing, problem solving and avoiding), OCB and CWB in industry workers of national and multinational companies of Pakistan. Based upon the available literature and deriving from the relevant theories, we hypothesize that conflict management style of avoiding, compromising, and forcing will negatively predict OCB and positively predict CWB. On the other hand, the conflict management style of problem solving and yielding will positively predict OCB and negatively predict CWB. However, this general prediction may vary according to context. We significant differences in these variables across gender and type of company i.e., national and multinational.

Method

Sample

Printed flyers (distributed in the relevant industries with permission) and social media advertisement campaign was used to recruit 600, volunteer participants (industry workers) from ten multinational and ten national industries of Lahore. Participants included 428 (71.3%) men and 172 (28.7%) women], age 25 through 40 years, minimum fourteen years of education, minimum overall work experience of five years (minimum one year in the present industry).

Procedures

Board of Studies (BoS) of Government College University (GC University), Lahore, Pakistan granted ethics approval for this study. All the ethical guidelines in the APA code of conduct as well as for research in Pakistan were followed. Volunteer industry workers who consented to participate were requested to fill the consent form before data collection. Debriefing was also provided to the participants after the study. Scales were administered in the same order for all the participants i.e., participant information sheet, conflict management styles scales, followed by OCB and CWB.

Measures

Organizational Citizenship Behaviour Checklist (OCB-C; Fox et al., 2012)

Organizational Citizenship Behaviour Checklist (OCB-C) aims to assess the frequency of citizenship behaviours applied by the employees of an organization. It is a 20-item checklist that is essentially different from measures of counterproductive work behaviour. Subscale scores are also possible to obtain, however, this study, according to the rationale, focused on total scores only. Subject matter experts (thirty-eight) provided the items for the checklist. They derived these items from critical incidents (214). Five point Likert type scale assign numbers to the responses (Never has the value of one and everyday has the value of five. All the responses on the items are summed up to

get the total score of OCB. Higher score indicate that employees execute higher frequency of citizenship behaviour and lower scores suggest they execute lower frequency of citizenship behaviour. Internal consistency (Cronbach's Alpha) of the measure in this study was .83.

Counter Production Work Behaviour Checklist (CWB-C; Spector et al., 2010)

Counterproductive work behavior comprises of conducts that harm or intends to harm organizations and/or its employees. CWB-C is an efficient ten item measure to evaluate the CWB of the employees. One part (five items) intends to measure intentions to harm organization and the other part (five items) intends to measures intentions to harm employees. This study, according to its rationale, used the total score only (authors of the checklist recommends the same). Participants have five options to respond to the items - (“*Never, Once or twice, Once or twice per month, Once or twice per week, every day*”) – never is assigned a score of one and every day is assigned a score of five. Responses on all the items provide the total score of an employee on CWB. Higher scores suggest more intention to harming the employees or the organization, whereas, lower scores suggest lesser intention to harm the organization or its employees. Internal consistency (Cronbach's Alpha) of the measure in this study was .87.

The Dutch Test for Conflict Handling (DTCH; De Dreu, et al., 2001; Van de Vliert 1997).

DTCH is designed for efficient and effective self-assessment of the preferred conflict management style. It consists of 20 items in total and five dimensions (Yielding, Compromising, Forcing, Problem Solving and Avoiding – i.e. 4 items dedicated to assess each dimension). Items 1, 6, 11, 16 assess yielding, item 2, 7, 12, 17 compromising, 3, 8, 13, 18 forcing, 4, 9, 14, 19 problems solving and 5, 10, 15, 20 assesses avoiding dimension. All the items have – Likert type – five response options (“*Not at all = 1, Often = 2, Sometimes = 3, Frequently = 4 and Very Much = 5*”). Higher scores on any dimension indicate relatively more frequent use of that conflict management style and lower scores indicate lesser use of that conflict management style. Cut-off scores for all the dimensions are available for interpretations; Yielding (High: 14 – 20, Medium: 9 – 13, Low: 4 – 8), Compromising (High: 17 – 20, Medium: 11 – 16, Low: 4 – 10), Forcing (High: 15 – 20, Medium: 9 – 14, Low: 4 – 8), Problem Solving (High: 17 – 20, Medium: 11 – 16, Low: 4 – 10), Avoiding (High: 13 – 20, Medium: 8 – 12, Low: 4 – 7). Internal consistency (Cronbach's Alpha) was .81, .88, .79, .80 and .84 respectively for yielding, compromising, forcing, problem solving and avoiding dimensions.

Analytic Plan

Data were analysed for its normality and reliability before hypotheses testing. We compared (using independent sample *t*-tests) industry workers of multinational companies (IWM) and industry workers of national companies (IWN) on OCB, CWB and their conflict management styles (yielding, compromising, forcing, problem solving and avoiding) as well as across gender. Inter-correlation among variables was explored using Pearson correlation. Path analysis (using Structural Equation Modelling (SEM)) was carried out to investigate the direct effects on conflict management styles on

OCB and CWB while controlling for the possible effects of age, income, gender and type of job (i.e. IWM and IWN). Effect of age, income, gender and type of job was also explored using a MANOVA.

Results

Initial statistical analyses indicated that the data were normal and reliable to conduct further analyses in line with the prescribed assumptions (Kline, 2011). Results of mean based analyses indicated that IWM and IWN did not differ significantly when compared on age, [$t(598) = 1.27, p = .08$], monthly income [$\chi^2(4, N = 598) = 1.45, p = .92$], or education (in number of years), [$t(598) = 1.03, p = .35; M = 15.11, SD = 2.35$ (for IWM) and $M = 15.66, SD = 1.54$ (for IWN)]. Family income was divided into different categories of, (“*lower middle class, middle class, upper middle class, and rich*”), in line with data provided by Pakistan Economic Survey 2016-2017 (Economic Adviser’s Wing, Finance Division, Government of Pakistan, 2017).

Group Differences

We carried out independent sample t -tests to explore the differences between IWM and IWN as well as in men and women regarding their scores on OCB, CWB and use of 5 conflict management styles. The results did not indicate any significant difference across gender on any of these variables. Similarly, IWM and IWN did not differ on OCB and CWB; however, there were some significant differences between them regarding conflict management styles. The results are in Table 1.

Table 1

Comparison Industry Workers of Multinational Companies (IWM) (n = 300) and Industry Workers of National Companies (IWN) (n = 300) on Conflict Management Styles

Measures	IWN	IWM	$t(598)$	p	95% CI		Cohen’s d
	$M(SD)$	$M(SD)$			LL	UL	
Yielding	11.08(3.01)	11.57(2.88)	-2.04	.04	-.96	-.01	.10
Compromising	12.01(3.31)	11.44(2.60)	2.33	.02	.08	1.04	.14
Forcing	13.04(3.51)	12.85(2.96)	.67	.49	-.35	.72	.01
Problem Solving	13.54(3.14)	12.71(2.96)	3.31	.00	.33	1.31	.24
Avoiding	13.08(3.17)	12.52(2.97)	2.29	.02	.06	1.05	.16

The results suggested both groups significantly differ on all conflict management styles except forcing. The results indicate that IWM use significantly more yielding as compared to IWN, whereas IWN use significantly more problem solving, avoiding and compromising compared to IWM. The effect size was small to medium and indicated a significant non-overlap and practical significance of the significant results.

Results of MANOVA did not indicate any effect of age, education, type of industry on OCB, CW and conflict management styles, however the effect of income, as per multivariate tests, $F(28, 2125.09) = 1.94, p = .002, \lambda = .913, \eta^2 = .062$, was significant on these variables. Tests of between-subject effects indicated that it was significant on conflict management style of forcing, $F(4, 595) = 3.18, p = .01, \eta^2 = .057$, problem solving, $F(4, 595) = 2.48, p = .04, \eta^2 = .034$, as well as on CWB, $F(4, 595) = 3.20, p = .01, \eta^2 = .048$, with acceptable observed powers (.71, .69 and .72 respectively). These results indicated to control for the effect of these variables during the prescribed path analyses.

Inter-correlations among Study Variables

The results showed a significant negative correlation between OCB and conflict management styles of yielding, $r(600) = -.45, p < .001$, forcing, $r(600) = -.73, p < .001$, and compromising, $r(600) = -.68, p < .001$, along with CWB, $r(600) = -.75, p < .001$, whereas, OCB showed strong positive correlation with conflict management styles of compromising, $r(600) = .48, p < .001$, and problem solving, $r(600) = .86, p < .001$. Similarly, CWB indicated strong positive correlation with yielding, $r(600) = .55, p < .001$, forcing, $r(600) = .75, p < .001$, and avoiding, $r(600) = .78, p < .001$, and showed strong negative correlations with compromising, $r(600) = -.30, p < .001$, and problem solving, $r(600) = -.76, p < .001$.

The results indicate that use of yielding, forcing and compromising style is likely to result in lower OCB, whereas, use of more use compromising and problem solving styles is likely to result in more OCB in industry workers. Similarly, use of yielding, forcing and avoiding conflict management styles is likely to result in more CWB, whereas, use of problem solving and compromising is likely to result in lesser CWB in industry workers. The strong and significant inter-correlations between these variables provided solid bases for conducting the path analysis with Structural Equation Modelling (SEM) using AMOS (v.26) for SPSS (v.26).

Path Analysis

A priori model (path diagram) included all the possible paths between variables in line with the hypotheses of the study – mainly to explore the direct effects of conflict management styles (yielding, forcing, compromising, problem solving and avoiding) on OCB and CWB while controlling for the effects of income. Income was controlled because it could possibly have a significant effect on OCB as well as CWB as indicated in the MANOVA, whereas age, type of industry and gender did not have any significant effect on OCB and CWB. We explored the directed dependencies (i.e. fitting of data with the a priori model) according to suggestions given in Kline (2011). The endogenous variables included conflict management styles (yielding, compromising, forcing, problem solving and avoiding) and the exogenous variables were OCB and CWB.

Maximum likelihood (“estimates model parameters that have the greatest chance of reproducing the observed data”) was used to calculate model estimates (Kline, 2011). (Discrepancy

and covariance) with 5000 bootstrap samples and bias-corrected confidence intervals (BC CI 95%) (Hayes, 2022). Table 2 presents the results of model fit.

Table 2

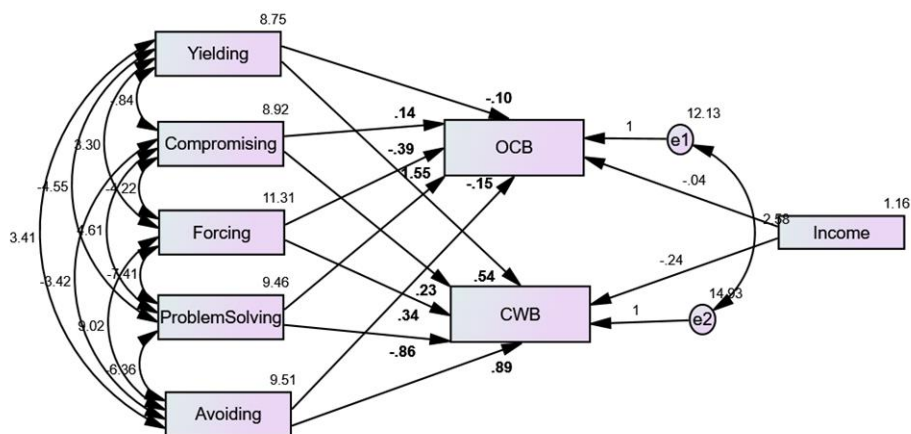
Fit Indices for the Good-Fitting Model (N = 600)

Model	χ^2	df	χ^2/df	GFI	CFI	NFI	RMSEA	SRMR
Initial model	28.33	6	4.72	.90	.90	.88	.10	.11
Good-Fitting Model	5.90	5	1.18	.99	.99	.99	.01	.03

Initial model was nearly a good fitting model. Following the modification indices (Datallo, 2013), co-variances between error terms of OCB and CWB were added (Bentler, 1990; Hu & Bentler, 1995) and this resulted in an absolute fit of the model after re-running the analysis. Figure 1 shows the path diagram with regression weights of all the paths.

Figure 1

Path Diagram of the Good-Fitting Model with Regression Weights (N = 600)



The results of squared multiple correlations indicated that 74% variance (95% BC CI [0.665, 0.800], SE = 0.03, $p = .002$) in OCB and 77% variance (95% BC CI [0.71, 0.82], SE = 0.02, $p = .001$)

in CWB can be accounted for by the combined effect of these exogenous variables (i.e. yielding, compromising, forcing, problem solving and avoiding dimension of conflict management styles).

Table 3 shows the direct effects of all the five dimensions of conflict management styles on OCB and CWB. These effects depend on bootstrap approximation, with maximum likelihood model, obtained after constructing two-tailed bias-corrected 95% confidence intervals (Hayes, 2022).

Table 3

Unstandardized Estimates of Direct Effects of Exogenous Variables on Endogenous Variables for Industry Workers (N = 600)

Exogenous Variables	Endogenous Variables			
	OCB		CWB	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Yielding	0.10	0.57	- 0.54**	0.06
Compromising	0.14	0.54	0.23**	0.07
Forcing	- 0.39**	0.93	0.34**	0.10
Problem Solving	1.55**	0.08	- 0.86**	0.08
Avoiding	- 0.25	0.09	0.89**	0.11
Total R²	.74*		.77*	

* $p < .05$, ** $p < .001$

The results of path analysis indicated that provided all the variables are kept constant, yielding, compromising, and avoiding dimensions of conflict management style are not likely to account for any significant change in OCB of industry workers. On the other hand one unit increase in the use of forcing conflict management style is likely to predict 0.39 units decrease in OCB of the industry workers. Similarly, one unit increase in the use of problem-solving conflict management style is likely to account for a massive 1.55 units increase in OCB of the industry workers.

All the five dimensions of the conflict management styles were significant predictors of CWB in industry workers. The results showed that one unit increase in the use of yielding and problem solving conflict management styles is likely to predict a .54 and .86 points decrease, respectively, in CWB of industry workers. On the other hand one unit increase in the use of compromising, forcing and avoiding conflict management styles is likely to predict .23, .34 and .89 points increase in CWB of the industry workers.

Taken together, these results indicate that use of yielding, compromising and avoiding conflict management styles by the industry workers does not have any significant association with their OCB, however, industry workers using more forcing conflict management style are likely to have lesser OCB and industry workers using more problem solving conflict management style are likely to have very high OCB. Similarly, industry workers using more yielding and problem solving conflict management style are likely to engage lesser in CWB, however, industry workers using more compromising, forcing and avoiding conflict management styles are more likely to engage in CWB.

Discussion

This study aimed to contribute to the development of indigenous models of industrial/organizational psychology in Pakistan. The participants were taken from Lahore Pakistan i.e., from a collectivist, patriarchal country of the subcontinent. Most of the findings of the study were in line with our hypothesis but some hypotheses did not hold. Only 'forcing' negatively predicted OCB and problem solving positively predicted OCB, whereas, yielding and problem solving negatively and compromising, avoiding, and forcing negatively predicted CWB. The variables did not differ significantly across gender, but they did differ on all conflict management styles except forcing. The results are discussed below.

The findings of the study, in line with our hypotheses indicated that conflict management styles, OCB and CWB do not differ across gender. However, we must consider that the number of women were lesser compared to men and this is a patriarchal society. On one hand these findings are encouraging that female employees, usually considered oppressed, did not differ in their conflict management styles. On the other hand, there is need to explore this further to investigate the role of conformity, compliance etc. We suggest in depth qualitative exploration along with empirical findings for future studies for further exploration of this very important aspect.

OCB and CWB did not differ across gender or type of organization. These findings are consistent with earlier studies conducted in the West (Douglas & Martinko, 2001; Eagly & Steffan, 1986;), however, some studies do suggest that men, being more prone to aggression are more likely to engage in CWB (Mackey & Martinko, 2012). Some studies even report difference in OCB across gender (Ariani, 2012) and indicate that men tend to show more OCB compared to women. In socio-cultural context of Pakistan these findings need more in-depth exploration with larger samples and inclusion of more organizations. Inter-correlations among CWB and OCB were negative as expected and founded in other studies cross-culturally (Cropanzano et al., 2003; Puffer, 1987).

The conflict management styles, contrary to our hypotheses, did differ in industry workers of national and multinational companies. IWM were more yielding compared to IWN, IWN were more problem solving, avoiding, and compromising compared to IWM. This indicates that organizational culture of national and multinational companies, their training and focus may differ and has affected employees in a way which is reflected in their conflict management styles. More use of problem

solving and compromising by IWN indicate that this may be due to the close association of organizational culture with indigenous culture of employees, and it also indicates that multinational companies may need to better acclimatize. This would have been worrying if the OCB and CWBs were also different across both companies, but this was not the case. However, there are countless other variables which may be associated and affected by these differences in the conflict management styles of the employees of national and multinational companies. More use of avoiding by IWN companies is also considerable. This may be indicative of the fact that employees are avoiding confrontation and their need for affiliation is stronger. These results indicate that future studies should include more variables and test more comprehensive models to investigate these correlates which can have a significant effect on these variables. Cross-cultural explorations may be more productive. For example, American employees used more confronting style compared to Chinese employees in a cross-cultural study (Yaun, 2010).

Problem solving conflict management style emerged as a very strong predictor of OCB. Indicating that industry workers who use this style have high OCB. These findings are consistent with similar findings of other studies (Burke, 2010). If an employee knows the ways to deal with the conflicts at the workplace effectively through problem solving style, the chances of his concern for organization increases. Ultimately, he tends to show more OCB and there are less chances of that employee to feel burnout at work. There is a need to further explore this association as more OCB may have led to the use of this style. Further, it was very strongly and negatively associated with CWB which is also consistent with findings of the previous studies (Akufo, 2015, Trudel & Reio, 2011). These results indicate a very important association between these three variables and highlight the need for focusing on this aspect while employee training and development programs. Focus on problem solving conflict management style can be very productive for organizations in both ways.

Forcing was found as significant negative predictor of OCB and significant positive predictor of CWB, consistent with the findings of previous studies (Salami, 2009). The reason is obvious that use of force leads to lesser OCB and invokes CWBs (Treudel & Reio, 2001). Yielding was a negative predictor of CWB while compromising and avoiding were strong positive predictors of CWB in industry workers. This finding is quite consistent with the findings from the West (Ghazliyar & Borghei, 2015; Mehrad et al., 2014). There is a need to study these variables in different context and with employees at different level and different organizations to develop comprehensive models and translate the findings of these studies for the benefit of the organizations.

Conclusion

Conclusively, the findings indicate that conflict management styles are more significant and important predictors of CWBs compared to OCB. Only forcing and problem-solving conflict management styles were associated with OCB whereas all the styles significantly predicted CWB.

Cross-cultural studies are warranted for generalization as IWM and IWN did differ on conflict management styles expect forcing. Absence of gender differences in these variables is a welcome sign for equality. The findings highlight a strong need for focusing on these variables. The findings suggest that more evidence is required to develop comprehensive empirical and indigenous models for our organizations after cross-cultural mix-method studies leading to converging evidence.

Limitation

- There was not a strong mechanism to check for faking of responses in these measures.
- The study should be conducted with all types of employees at all levels for comparative analyses and generalization of the findings.
- Personality factors were not included along with job related variables.

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