

**Impact of Cognitive & Relational Conflict on Job
Satisfaction and Organizational Citizenship Behavior**

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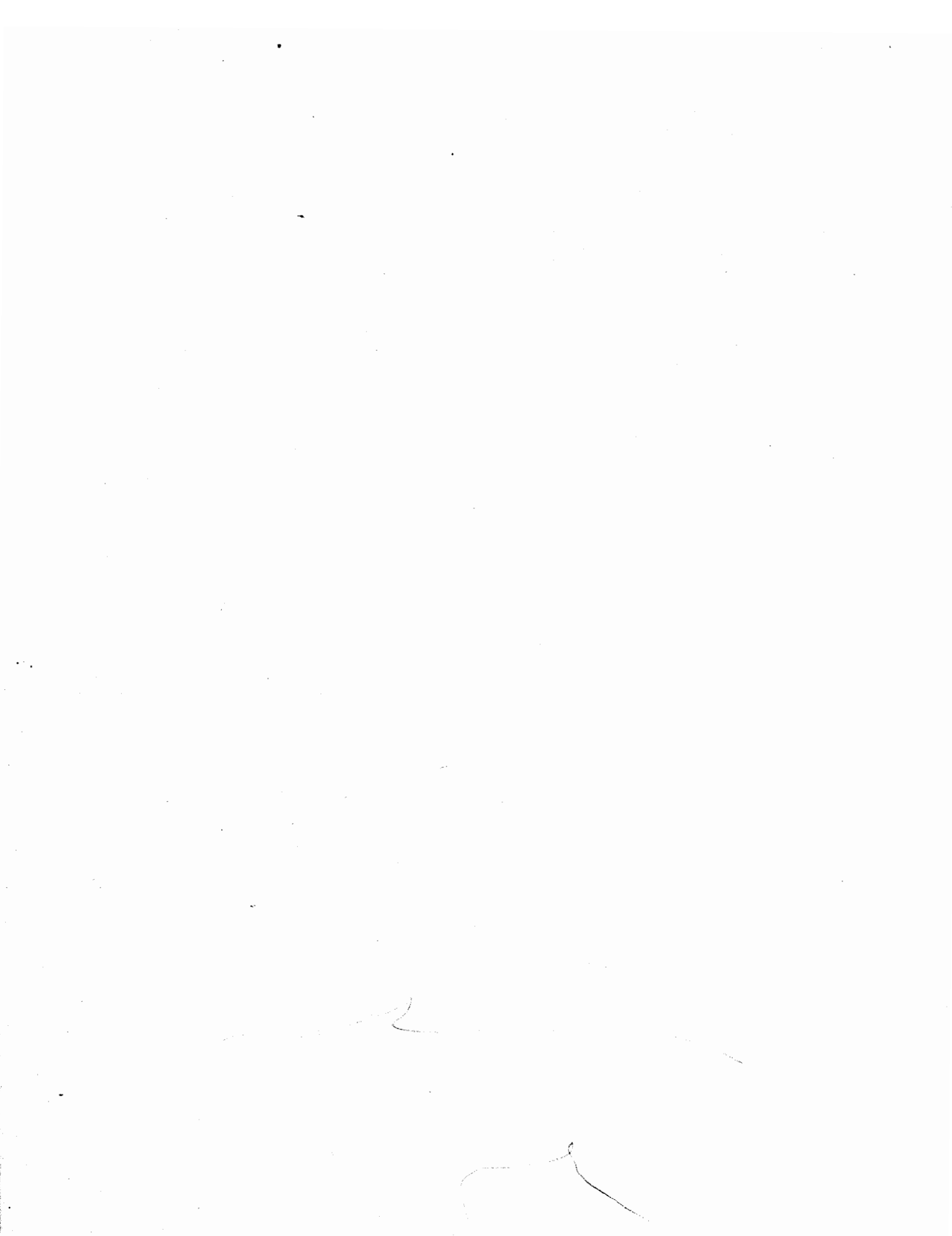
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Impact of Cognitive & Relational conflict on Job Satisfaction and Organizational Citizenship Behavior

Muhammad Usman

25-FMS/MSMGT/S08

A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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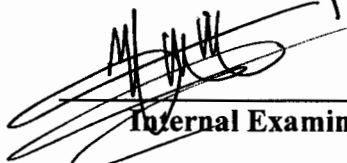
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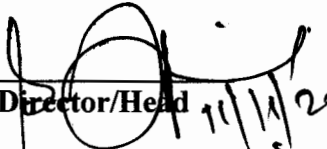
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Dedication

To begin with the name of Almighty Allah, the creator of the universe, who guided us throughout our life and blessed me with courage and power to complete this dissertation against all odds and adversities.

I will dedicate this to my parents whose support, help and courage was always with me throughout my education career. I also dedicate this thesis to my friends and my colleagues of MS-Management who helped me in my whole degree of MS and also those peoples who are not with me now I thank to all of them.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor.

No portion of the work, presented in this thesis, has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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Abstract

This study tests the impact of two types of conflict, cognitive conflict and relationship conflict, on organization citizenship behavior. In this study it is analyzed that how those employees or individuals in groups and team, who facing conflict, will lead to organization citizenship behavior. Employee job satisfaction is also checked as a mediating variable between the relationship of conflicts and organization citizenship behavior. Findings state that conflicts have positive relationship with the organization citizenship behavior and there was no significant effect of mediating variable. Results show that employee job satisfaction has positive effect on the employee's citizenship behavior. Convenient sampling is used for collecting data, and questionnaires are used for collecting the data. Data were collected from different banks and their respective branches, sample of 233 banks employees who were engaged in a team to work on some problem solving, some projects and those who were working on some assignment; is used. Correlation and regression functions are used to test the results and the findings are also supported with convincing arguments.

Chapter 1

Introduction:

Conflict is a very important element and plays an effective role for organization performance and its effectiveness. Occurrence of conflict between people in organizations is a reality and it is not necessarily a bad thing. In past research conflict is generally defined as the exercise and the degree of interaction at the workplace in which one or more than one individual, with apparent contrary goals; try to destabilize each other's goal implementation and quest for achievement of goals (Thomas, 1992; Wall and Callister, 1995). Conflict can arise in all stages of interactions at the work place, where both parties having different views and process on achieving their goals, look to weaken the capability of goal achievement of each party.

Consequences of conflict can be seen in multiple fields of life including psychology, marketing, financial matters in corporate sector, relating to the information processing and coordination (Barki and Hartwick, 2001; Deutsch 1990; Greenhalgh 1987; Pondy 1967). Conflict can also affect effectiveness of decisions, degree of interpersonal relations and many of other organizations procedures and development methods in groups or teams (Jehn, 1995).

Conflicts take place due to a multiplicity of factors. Differences are unavoidable in the goals of individuals, expectation, values, proposed course of action and suggestions about how to handle a situation. Consequences of these conflicts or interpersonal conflicts indisputably influence the organization outcomes. Newton (1985) argues that interpersonal conflicts can be the most vital workplace stressor that affects the organization performance and its cost. Conflict along with the

financial costs, some other studies shown that employee health, attitude, performance and satisfaction (Spector & Jex, 1998).

Many others researchers (De Dreu, 1997; Pondy, 1967) think that conflicts are a kind of exercise which can also be used to increase both precious and worthless effects of groups and organizations. Nowadays work groups have become more widespread in the workplace. Managers, executives and practitioners dedicated their concentration for the implementation of effective work groups in the organizations. Conflict is a predictable outcome of these work units. Conflict can also have some affirmative effects such as enhanced decision value.

When people have conflicts in groups or in their opinions, decision eminence increases. Conflicts enrich the approaches of the organization or individuals to solve some problems and enlarge the association between these individuals. Indulgence between employees and dedication towards the work increases due to the thoughtful and effective discussion on the problems that arise because of conflict (Jehn & Mannix, 2001).

Unfortunately, on the other hand, decision quality can also be affected by the conflicts because of the interruption and disturbance in cognitive effectiveness that arises due to conflicts. Furthermore, conflict also causes the detachment and distrust in individuals from the decision making. Conflict may also create divergence among the co-workers and weaken the approach of completing a particular task. All these negative signs create dissatisfaction among the employees and eliminate the performance of an organization.

We have to comprehend the varied and complicated effects of conflict, so we can attain the finest work environment in the organization. Previously conflict has also been studied as forecaster of organization and employee performance. It effects both as increaser or critic of the performance. No significant studies examine OCB as a good forecaster of conflict. So, it is significant to check the predecessor that may affect positive conflict and weaken the negative conflict. On the other hand OCB is also very favorable in organizational interest for the performance.

Top management of the organization has to examine conflict and organization citizenship behavior as a predecessor of performance. Applying OCB in the organization and in work units can generate the audible environment for the workers. Employees who work as a team in the organization observe and figure all the happenings around them; they depict conclusion and perform consequently.

As a bystander or the heir of OCB, employees get the idea that OCB is exercised as a custom in the organization. This would strengthen the degree of conviction among the employees in a work unit. Strengthening the conviction among the workers will also enrich the climate and environment in the organization where OCB is being practiced (Tjosvold, Ding, 2003) and will also affect the intensity and kind of conflict. OCB is further categorized as the behavior to organization (OCBO) and towards their individual associates (OCBI). OCBO leads to abiding organization rules, loyalty with the workplace, achieving organizations goals and strategies.

By practicing OCB regularly, degree of conflict can be decreased as employees prefer organization interest and goals on their own interests and needs. Appearance of OCBO is less effective with the degree of conflict in the workplace as compared to OCBI. OCBI is aimed at the act of individual employees like altruism. Practicing OCBI leads employees to have direct

collaboration with other co-workers and help their associates which create trust and decrease conflicts among them.

Enrichment of a supportive environment, as a consequence of OCBI, will weaken the magnitude of conflicts because the altruistic nature discards the rising of unconstructive approaches. Deliberate gesture of compassion for the coworkers helps to obstruct delicate loathing which arises in workplace relations.

OCB driven atmosphere and environment helps the employees to boost their confidence, because this environment creates trust and collaborations among the workers and increase the loyalty for the organization. By enhancing or making more pleasing environment, the intensity of cognitive and relationship conflict can be decreased among the workers in any particular organization and workplace.

OCB driven atmosphere helps to build consensus and harmony in opinions and in attitude of the employees in the organization and workplace. This consensus and harmony also diminishes the effects or existence of conflicts in organization. Decrease in the magnitude of conflicts will cause the high level of job satisfaction among the workers because by facing less conflicts individuals will be more loyal to their work and most of all, to their organization and the rate of leaving organization will also drop.

1.1 Area of Study:

The area of this study is the banking sector of Pakistan. Banks and financial institutions in a country play an assisting role in the development of the economy through jobs creation. Banking systems provide prospects to the people to keep there any kind of productively investment, savings and funds. Therefore banking system is a major tool for enhancing the growth of economy in a particular system. Since now the whole world is presently struck with the economic crisis, Pakistan is also one of the victimized country of this crisis. As a result of these economic crises, many organizations suffered financially which caused downsizing of employees. Banking sector of Pakistan is also affected badly by this global crisis which cause tension, anxiety, stress and cause conflicts among the employees. This crisis can result in the lack of concentration of an employee on the given tasks and work among the staff of the banks. Cognitive and relationship conflict among the employees of banks will affect the performance of the particular bank. These conflicts will also affect the citizenship behaviors and in result will decrease the loyalty of employee to his work and duties. Banks are known to provide services to the employees and these services must be according to the public or customer interest. Therefore, the top management of the banks should resolve or manage the cognitive and relationship conflicts among the workers to enhance the performance of their bank and to retain their customers trust on them.

1.2 Objective of Study:

The main objective of this study was to test whether the cognitive and relationship conflict projecting organizational outcome, in particular, the extent to which individuals are engaged in discretionary behaviors or citizenship behavior (OCB). This study will inspect the possibility that cognitive and relationship conflict will affect organization citizenship behavior, and how employee's job satisfaction mediates this relationship. How the cognitive and relationship conflict will affect the measure of organization citizenship behavior of an individual in an organization. This study focuses the impact of two types of conflicts, cognitive and relational conflict on individuals OCB; and job satisfaction as a mediating variable.

In the following part of my dissertation, first discussion about the literature regarding to previous research on my variables, theoretical framework proposed hypothesis for this study will be discussed. Then in next part methodology used for conducting this research is discussed. In methodology part research design of this dissertation along with participants of this study, measures used for the questionnaire, scope of the study and purpose of this study is discussed. After the research design and methodology analysis of result taken from questionnaires is discussed. In these results alpha reliabilities, correlation, regression and mediation analysis is being discussed. After the result analysis discussion, support for the result is given and in the last part conclusion of this study is presented.

1.3 Significance of Study

This study will help the organizations to assess the impact of conflicts on the employee's performance and their job satisfaction. The participants of this study is banks employees so it will helps the managers and supervisors of banks and moreover this will be research contribution specifically to the Pakistani service sector and over all for the South Asian service sector. This study will assist the managers to respond the conflicts among individuals in teams and create a supportive work environment which leads to the decrease of the conflicts and make the employee to involve in citizenship behaviors.

This study will lead the managers and supervisors to deal the conflicts in the workplace and make supportive and encouraging step in result of the conflicts and make such kind of decisions which leads raise the level of organization citizenship behavior and loyalty of employees towards the organization.

Chapter 2

Literature Review

2.1 Cognitive, Relational Conflict and OCB

Shared interaction of employees at any workplace is apprehending by cognition and also relationship matters (Forsyth, 1983). Two types of conflict were defined by (Jehn 1994, 1995) one of them is cognitive and the other is relationship conflict. Cognitive is a kind of conflict in which individuals perceive disagreements about the content of decision making and difference in opinions, point of view, any stance and idea. Cognitive conflict is the disparity among individual's opinions regarding decision making, procedures related to the task which is assigned to a particular group or work team: this kind of conflict also influence the performance and efficacy of employees (Jehn & Mannix, 2001). Cognitive conflict brings more enhanced and advanced approaches to various problems, issues and enriches the level of collaboration among the workers; due to the assorted point of views arise in result of cognitive conflict (Tjosvold, et al., 2003).

Relationship conflict is a practice in which individuals meet interpersonal incompatibility and have displeasure and bitterness among individuals. It typically includes tension resentment among individuals and in team members. Relationship is a kind of conflict which contains the, personal savor of any individual, likes or dislikes for the organizations management and processes, principles and the individuals interpersonal styles. This type of conflict includes strong personal and emotional element among individuals in teams. Relationship conflict is a

divergence and incongruity among team members or individuals about personal concerns, such as personality concern, jealousy, or some sort of communal issues or matters (Jehn, 1994).

Conflict has been noticed as obstruction with the feat of teams, groups and individuals and job gratification because it cause apprehension, enmity and detract the employees to carry out the assigned task (Wall & Nolan, 1986). The habitual postulation of conflict is that it is harmful so one should ignore it. But on the other hand researchers disagree and say that conflict is very useful and fruitful from the organization point of view (De Dreu & Van de Vliert, 1997).

Conflicts also root out the negative effects that can harm the alliance in work units and moderate the level and value of idea sharing (Amason, 1995). It not only harms the cohesion and collaboration among the team members but also causes distrust among them (Amason et al., 1995). Performance of employees also decreases due to this distrust and lack of coordination among them (Tjosvold et al., 2003) and it may also damage the cognition process because of divergence of conflicts (Jehn & Mannix, 2001).

Both positive and negative influence is observed on team and employees work in any particular organization (De Dreu et al., 1999). Conflict on one hand brings more novelty and valuable interpersonal relations (Tjosvold, 1997) and on the other hand, it also weakens the efficacy and performance (Spector & Jex, 1998). Most of the researchers have focused on reducing relationship conflicts. Cognitive conflict brings more enhanced and advanced approaches to various problems, issues and enriches the level of collaboration among the workers; due to the assorted point of views arise in result of cognitive conflict (Tjosvold et al., 2003).

Cognitive conflict has less influence on employee's individuality, because of fewer tension and depressing feelings. In fact cognitive conflict has a propensity to prompt the workers to come up with more favorable conclusions and results of problems (Amason & Schweiger, 1997). Cognitive conflict brings more enhanced and advanced approaches to various problems and issues. It enriches the level of collaboration among the workers; due to the assorted point of views arise in result of cognitive conflict (Tjosvold et al., 2003).

Whereas in relationship conflict the level or intensity of collaboration among the individuals will be less which leads to dissatisfaction among the workers in job place. When individuals tackle cognitive conflict in teams or at job, more enhanced and effective solution of problems comes up which also enriches the personal attachment of workers among themselves (Nemeth & Staw, 1989).

Cognitive conflict boosts the ability of the group members to dissect and effectively anticipate issues related to assigned task in a team or assigned to any individual. Cognitive conflict better or develops the recognition of decisions made in work teams and also increases the individual's job satisfaction (Harrison & Muir, 1995).

Relationship conflict discards the employee job satisfaction and creates hurdles in achieving the assigned task and assignment (Amason, 1996; Jehn, 1995). De Dreu & Weingart (2003) stated that cognitive conflict has negative correlation with team effectiveness and job satisfaction. Individuals in team who are struck in the relationship conflict shows decrease in job satisfaction, understanding with the associates and staying at workplace (Jehn & Mannix, 2001; Peterson & Behfar, 2003) because it causes anxiety, aggression and divert the workers from achieving their goals and task, to enhance the organization performance (De Dreu & Weingart, 2003).

H1: Cognitive conflict will have negative Impact on Employee Job satisfaction.

H2: Relational conflict will have negative Impact Employee Job satisfaction.

Past results on the types of conflict based on empirical research show that relationship conflict is negatively correlated to performance and job satisfaction (Evan, 1965; Gladstein, 1984), which also causes the low degree of organization citizenship behavior (OCB) of a worker in any organization (Wall & Nolan, 1986).

Researchers state that when personal relations at work place get worse, team members use to focus on those bitterness and loathing that arise from relationship conflict, serve their energy on reducing and discarding those conflict rather than performing their task and assignments. Relationship conflict causes tension and anxiety among the employees which lowers the citizenship behavior. Some of the other studies also showed that relational conflict can harm team effectiveness and member's satisfaction about job (Simons & Peterson, 2000).

Most of the work related to Cognitive and relational conflict was on teams and groups and the result shows that; the cognitive conflict is positively correlated with team effectiveness but negatively correlated with individual's job satisfaction and relational conflict has negative correlation with team performance and job satisfaction (Jehn. 1995). Same conclusion was made by Amason (1996) who investigated the influence of Cognitive and relationship conflict on decision making. When cognitive conflict on some issue arises between individuals, more useful debates and arguments come on those issues. Individuals in team bring more effective and satisfactory decision because the consensus that builds on conflict is far better than the individual's opinions.

Cognitive conflict on the other hand decreases the level of job satisfaction among the workers and has negative impacts on individual's job satisfaction (Jehn & Mannix, 2001). Negative correlation with the job satisfaction weakens the individual's level for organization citizenship behavior. By having less or low job satisfaction, employee will not perform extra rolls and altruistic behavior of an individual will decline and he cannot perform some extraordinary work in his organization. Jehn (1994) suggests a substitute view by bifurcating between relationship and cognitive conflict, showing that relationship conflict weakens the job satisfaction and hinders with the performance and consigned task to an individual, whereas cognitive conflict can be advantageous with task performance when an individual is dealing with nonroutine task.

In support to this study some of the research had shown sturdy positive relation between cognitive conflicts, job satisfaction and job performance of individuals (Jehn, 1994; Nijdam, 1998) and some of the studies get negative correlation (Northcraft, & Neale, 1999) or no noteworthy relationship (Pelled, Eisenhardt, & Xin, 1999; Kurtzberg, 2000).

Nowadays, managers and higher management give much importance to the creation of work environment that boosts the discretionary behavior at a particular workplace. Tompson & Werner (1997) stated that there is a link between conflict and the organization citizenship behavior. Conflict decreases the degree of citizenship and discretionary behaviors performed by the employees and workers. These Conflicts cause the deprived relationship and collaboration among the individuals (French & Caplan, 1972) and diminish the performance (Liddell & Slocum, 1976).

Performance of the individuals in group will increase if they have strong communication and relations with other workers in organization. These rigid relations will leads to more loyalty and lean the individual to perform discretionary behavior more frequently. Different work and non-work roles also cause the conflicts and damage the citizenship behaviors. Stephen & sommer (1994) also stated the negative relationship between conflict and organization citizenship behavior. Workers involved in high cognitive and relationship conflict will reveal less discretionary behaviors (Tompson & Werner, 2007).

Conflicts like work-family, job role, cognitive and relationship have abundant outcomes such as lack of commitment and low job satisfaction (Jackson & Schuler, 1985) and job satisfaction has more strong relation with OCB rather than the workers job performance (Smith et al, 1983). Whereas, OCB literature depict that job satisfaction and organization commitment are the predictors which leads the workers towards OCB.

Conflicts weaken both the employee's behaviors towards organization (OCBO) and behaviors directed towards individuals (OCBI) because conflict derails the employee's attention from focusing on organizations goals and objective and will have negative impact on discretionary behaviors of employees in particular organization. Relationship conflict damages the citizenship behavior of and employee towards its associates considerably.

Some of the past research on cognitive, relational conflict and on-job role conflict shows that low level of conflict is associated with high job satisfaction and organizational loyalty and commitment (Kossek & ozeki, 1998). Whereas, some of the other results show that these variables direct the employee to associate with citizenship behavior (organ & Ryan, 1995). High level and magnitude of cognitive and relational conflict among the individuals are associated

with high magnitude of organization citizenship behavior (Tompson & Werner, 1997); by analyzing the above literature of conflict and OCB I have derived two hypotheses for my current study.

H3: Cognitive conflict will have negative Impact Organization Citizenship Behavior.

H4: Relational conflict will have negative Impact Organization Citizenship Behavior.

2.2 Cognitive & Relation conflict, Job satisfaction and Organization Citizenship Behavior

Organizations success and performance up to a large extent is based on their constructive citizenship behaviors which leads toward the enhancement and development of strong interpersonal behaviors among the workers, because when the environment sustain the good citizenship behaviors, then the workers will pay more attention to their work. Organization citizenship behavior is the unrestricted or flexible behavior that is not recognized by the traditional reward system of an organization and which also helps to improve the organizations performance (Organ, 1988).

Organ (1998) presented the five dimensions of organization citizenship behavior (OCB). First dimension is altruism. It is a self sacrificing behavior to help others and taking care of well being of other employees. Second dimension described by organ is civic virtue in which employees carry out those organization issues which are not that much important but employees regard it as effective for the organization. Then the third dimension of organization citizenship behavior is consciousness, which leads towards the obedience of organizations rules and norms at every level.

Fourth dimension of organization citizenship behavior is courtesy. In this dimension, individuals try to avert the troubles and misunderstanding with other individuals and do not violate the privileges of others. The last dimension of organization citizenship behavior is sportsmanship. In this kind of dimension, workers do not waste time on insignificant substance and focus on the affirmative area rather than the negative side.

Organization citizenship behavior has also some key antecedents. Organization commitment is one of the major antecedents of Organization citizenship behavior. Strong commitment of employees in any organizations shows the acceptance and strong confidence on organizations goals and strategies (Van Dyne et al., 1995).

Other key antecedent of organization citizenship behavior is role perception. Role perception consist role conflict and ambiguity, and both role conflict and ambiguity is found harmful for OCB. Role conflict and ambiguity affect the employee's job satisfaction, which leads towards citizenship behaviors. It is liable that relationship between role ambiguity and OCB is mediated by employee job satisfaction.

Leadership role and influence is also seen as an important antecedent of organizational citizenship behavior. Positive leadership role will influence employee in practice of citizenship behaviors. The relationship of leader with its subordinate must be good. This good relationship will help to retain employees and they will also help employees to leads towards OCB.

Procedural fairness and justice shows weather the decisions and strategies made by the organization are fairly up to the employees input and their needs. Employees must be treated fairly and must be rewarded according to their skills and workload. The perception of fairness is tested as positively correlated to OCB (Moorman, 1991).

Personality traits such as conscientiousness, agreeableness, positive affectivity and negatively affectivity are also related to employee engaging in organization citizenship behaviors. Citizenship behaviors are influenced by workplace perception. This may also be the reason that personality trait is not widely measured in studies of OCB. So, somehow personality traits and dimensions may be a major measure to control its influence on citizenship behaviors.

Williams and Anderson (1991) make a distinction in two forms about the dimensions of organization citizenship behavior. First form shows the behaviors that are specifically concerned with the individuals of any organization. These behaviors are courtesy and altruism and named as (OCB-I). Second form states the behaviors that are related to the effectiveness and in advantage of the organization. These behaviors include conscientiousness, sportsmanship and civic virtue and named as (OCB-O).

Organization citizenship behavior has a great positive impact on job performance, which in result decrease employees absenteeism and lessens the intension to quit from job and also save the workers from psychological agony (Davis, 1992). Individuals having more job satisfaction contains high degree or are highly engaged in organization citizenship behavior (Brown, 1993) and there intension and tendency to leave and quit the job will be low (Sager, 1994). When an individual is satisfied with his job, he tends to be more loyal, sincere and committed with its organization and will be more enthusiastic to reach and fulfill organization objectives (Van Dyne et al., 1995).

In any organization, when employees are satisfied with their work and job environment, they are liable to work ahead of their formal job duties, to perform the task under helpful and encouraging supervisors. Workers working in more supporting environment have high level of OCB rather than in less supporting environment (Karambayya, 1990).

Job satisfaction for employees is considered a gratifying and encouraging emotional state that results from the return of person's job and the experience he got from that job (Locke, 1976). There is a massive hold up for the job satisfaction and OCB relationship. A positive relationship was found between job satisfaction and the Organization Citizenship behavior by Organ (1983). Empirical verification of Organization citizenship behavior and job satisfaction was given by Organ and Konvosky (1989). Vital and comparative support of cognitive job satisfaction on affective job satisfaction was found by Williams and Anderson (1991) in projecting OCB.

Overall job satisfaction of individual in an organization made a positive role in increasing Altruism and not with compliance dimension of organization citizenship behavior. So predicting that job satisfaction will have positive relation with OCB is possible. Job satisfaction of an employee is considered to be positively correlated with the enhancement of OCB or open deeds of employees. Job satisfaction of an employee is highly linked with his involvement in discretionary behavior and absence from the work (Davis, 1992; Brown, 1983).

Organization commitment can result from greater employee job satisfaction which in result prompts the employee to react or behave in a citizenship behavior. Studies which empirically examine the relationship of job satisfaction and OCB found the influence of employee job satisfaction on OCB (Bateman and Organ, 1983; Organ and Ryan, 1995; Netemeyer et al., 1997).

So keeping in view the cognitive and relation conflict literature, this shows that the relation conflict and cognitive conflict is negatively related to the Organization Citizenship behavior. So the following hypothesis from the above literature is drawn.

H5: Job satisfaction will have positive Impact organization citizenship behavior.

H6: Job satisfaction will mediate relationship between cognitive conflict and Organization citizenship behavior.

H7: Job satisfaction will mediate relation between Relationship conflict and Organization citizenship behavior.

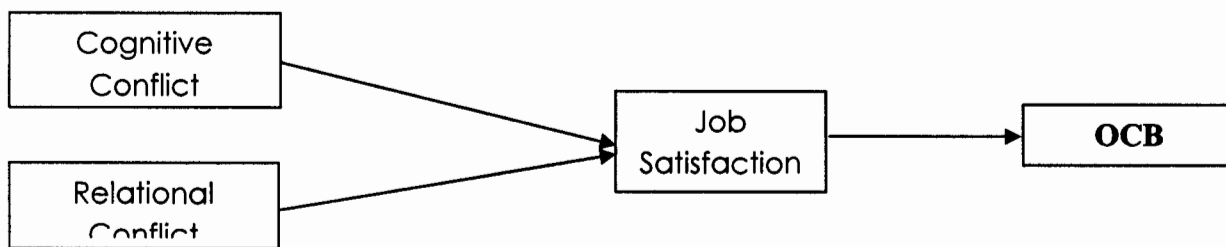


Fig 1: Schematic Diagram

Chapter 3

Methodology

3.1 Introduction

This study focus on the impact of two conflicts, cognitive and relationship conflict, among the individuals in teams and its impact on individual's organization citizenship behaviors. This chapter includes the research methodology, which include the participants from whom questionnaire are filled. Then this chapter shows the research design and the variables used in this study. Then the measures and scales used in the questionnaire and in the last scope and the purpose of study are also mentioned.

3.2 Participants

Employees of both private and public sector banks are chosen as participants of this study. Total 25 banks are chosen and questionnaire were distributed among there different branches. Five questionnaires each is distributed in each branch of the bank. Total 300 questionnaires were distributed among the participants of this study and 251 returned which shows 83% response. From these 251 responses 233 questionnaires were used for data analysis. Out of these responses 34% of the participants were females and 66% of them were males. Among this population age of 78% of the population was in between 20-30 years and rest of the population's age was higher than 30 years.

Before distribution of questionnaires proper appointments were taken on the telephone and by sending emails to the concern managers, supervisors and where required questionnaire was explained to the participants. The survey was carried out without any prejudice and biasness and it is likely, that all the participants have provided sincere, candid and reliable data for the analysis of this study up to their understanding and their intellectual capacity.

3.3 Research Design

This research is quantitative in nature. Two independent variables cognitive and relationship conflict is used whereas employees organization citizenship behavior (OCB) as whole are used as a dependent variable, employees job satisfaction will be assess as a mediator in this study. Data is collected by using self administered questionnaire data and after the gathering of data means of each variable are carried out. For further analysis to check the relationship among the variables different analysis techniques such as, regression, correlation will be done. Mediation will also be checked for the mediator variable job satisfaction. SPSS will be used for all data the data analysis.

3.4 Measures

In this study following measures for the variables are used.

3.4.1 Independent variables: cognitive and relationship conflict is used as an independent variable. I use 8-item Measure from Jehn (1995). Jehn (1995) find the reliability (.92) for these variables. All responses were taken on 5-point likert-scale ranging from 1 = strongly disagree, 2 = Disagree, 3 = neither disagree nor agree, 4 = Agree, and 5 = strongly agree.

3.4.2 Dependent variables: To measure the dependent variable, Organization citizenship behavior, of ma study I used 20-item measure from Niehoff and Moorman (1993) for each of five constructs-altruism, courtesy, sportsmanship, conscientiousness, and civic virtue-included items describing specific behaviors. All response were taken on 5-point likert-scale ranging from 1 = strongly disagree, 2 = Disagree, 3 = neither disagree nor agree, 4 = Agree, and 5 = strongly agree.

3.4.3 Mediating variable: Scale for the mediator variable, Employee job satisfaction, I used Agho et al, (1993) 6 item scale. Response were taken on 5-point likert-scale ranging from 1 = None to 5 = A lot

3.4.4 Control Variables: One way analysis of variance is used to check the effect of control variables on the mediator variable and dependent variables. This analysis shows that education and gender has impact on the variables. So employee education and gender is used as control variables

3.5 Purpose of Study

The purpose of my thesis is to evaluate and assess the relationship of conflicts and OCB in Pakistani environment, job satisfaction is not assessed before as a mediator between the conflict and Organization Citizenship relationship. But couple of studies of task conflict (khan et al., 2009) and relationship conflict (Afzal et al., 2009) on employee's performance in banking sector was conducted. So my purpose of conducting this research is to check the occurrence of cognitive and relationship conflict among individuals in teams and their relationship with the employees citizenship behaviors, and then I'll check how the job employee satisfaction mediates the relationship of both conflicts (cognitive and relationship) with citizenship behaviors.

3.6 Scope of the study

This study will help the organizations to assess the impact of conflicts on the employee's performance and their job satisfaction. The participants of this study is banks employees so it will helps the managers and supervisors of banks and moreover this will be research contribution specifically to the Pakistani service sector and over all for the South Asian service sector. This study will assist the managers to respond the conflicts among individuals in teams and create a supportive work environment which leads to the decrease of the conflicts and make the employee to involve in citizenship behaviors.

This study will lead the managers and supervisors to deal the conflicts in the workplace and make supportive and encouraging step in result of the conflicts and make such kind of decisions which leads raise the level of organization citizenship behavior and loyalty of employees towards the organization.

Chapter 4

Results & Analysis

For data analysis of this study descriptive statistics, regression and correlation is used to check the relations among the various variables. In this section, first direct impact of independent variables will be check by using correlation and regression. Secondly the mediation will be checked and analyze. First the reliability or α values of the variables is checked. Though OCB is measured as a whole in this study but reliability analysis of five dimensions of OCB is also been checked, Following Table 1 shows the reliability scores of the five dimensions of OCB.

4.1 Alpha Scores of Variables

Table 1: Alpha scores for OCB dimensions

Reliabilities	
	Cronbach Alpha
Altruism	0.71
Courtesy	0.69
Sportsmanship	0.78
Consciousness	0.77
Civic Virtue	0.63
Overall OCB	0.80

Table one shows $\alpha=0.70$ for the first dimension of the OCB. Cronbach Alpha value for second dimension of the OCB is $\alpha=0.69$. Alpha score for dimension Sportsmanship is $\alpha=0.78$. Other values for Consciousness is $\alpha=0.77$ and for Civic virtue is $\alpha=0.63$.

Alpha score for the overall OCB is $\alpha=0.80$, which is used as a dependent variable in this study is used. The mediating variable used in this study is employee job satisfaction. The Alpha for this variable is $\alpha=0.76$. Alpha scores of this variable are shown in Table 2.

Table 2: Alpha scores for Job Satisfaction

Reliability	
	Cronbach Alpha
Job Satisfaction	0.76

Cognitive and relationship conflict is taken as independent variable. The impact of these variables will be analyzed on the employee's organization citizenship behavior. The Reliability analysis or alpha score is $\alpha=0.76$ for both of the variables and alpha score for overall conflict is $\alpha=0.85$. Following table shows the alpha values of independent variables and overall conflict.

Table 3: Alpha scores for Cognitive and Relational Conflict

Reliability	
	Cronbach Alpha
Cognitive Conflict	0.76
Relational Conflict	0.76
Overall Conflict	0.85

4.2 Descriptive Analysis

Table 5 state the descriptive analysis of the variables. Mean of organization citizenship behavior is (3.58) and standard deviation is (0.47). Mean and standard deviation of Job satisfaction is (3.05) and (.079) respectively. Descriptive statistics of independent variables is also shown in the table 5. Mean of Cognitive conflict is (3.14) and standard deviation is (0.76), whereas mean and standard deviation of relationship conflict is (3.57) and (0.72).

Table 4: Mean and standard Deviations

Descriptive Analysis		
	Mean	Standard Deviation
OCB	3.58	0.47
Job Satisfaction	3.05	0.79
Cognitive Conflict	3.14	0.76
Relationship Conflict	3.57	0.72

4.3 Correlation Analysis

Table 4 shows the correlation analysis of the variables. Correlation analysis is used to assess the degree of relationship between two variables. Results show the correlations among cognitive, relationship conflict, Organization citizenship behavior (OCB) and job satisfaction.

Results shows the Cognitive conflict is strongly correlated with the Organization citizenship behavior the correlation value between cognitive conflict and OCB is ($r = 0.310$ $p < .01$) and this correlation is significant but disapprove our hypothesis 3. Further results show the relation among relationship conflict and organization citizenship behavior which depicts that relationship conflict is positively associated with ($r = .129$ $p < .05$) and found significant and it also reject our hypothesis no 4. Correlation of cognitive and employee job satisfaction is also positive ($r = .167$ $p < .05$) and found significant which rejects the hypothesis no 1 of this study.

Whereas there is no significant correlation among relationship conflict and Employee job satisfaction ($r = .068$) is seen and found insignificant and rejects the hypothesis no 2. Correlation of Job satisfaction and organization citizenship behavior is also strongly associated with each other ($r = .459$ $p < .01$) which support the correlation result between job satisfaction and Organization citizenship behavior and fully support hypothesis 5 of this study.

Table 5: Correlation Analysis

	1	2	3	4	5	6	7
1. Education							
2. Gender	.000						
3. Age	-.054	-.039					
4. RC	.076	.043	-.086				
5. CC	-.024	-.013	-.029	.683**			
6. JS	.025	-.034	.088	.068	.167*		
7. OCB	.031	-.110	.105	.129*	.310**	.459**	

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

* . Correlation is significant at the 0.05 level (2-tailed)

Note: RC =Relational Conflict, CC= Cognitive Conflict JS= Job Satisfaction,
OCB= Organization Citizenship Behavior

4.4 Regression Analysis

Table 6 shows the results of regression of cognitive and relationship conflict, employee job satisfaction and organization citizenship behavior. Hypothesis 1 state that the cognitive conflict will have negative relation with employee job satisfaction whereas results shows ($\beta=.17$) which is non significant with the employee job satisfaction and contradict hypothesis1. In hypothesis 2 relationship conflict is negatively correlated with the job satisfaction but our result shows that it is positively related to the employee job satisfaction ($\beta=.075$).

In table 6 regression results shows that the regression of cognitive conflict with organization citizenship behavior ($\beta=.31$) and regression of relationship conflict with organization citizenship behaviors is ($\beta=.142$), so according to these findings hypothesis 3 & 4 is also rejected because both the conflicts, cognitive and relationship, is negatively correlated according to the hypothesis 3 and 4, whereas our findings in table 6 are showing that these conflict type are positively correlated with the citizenship behaviors.

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Table 6: Regression Results of Cognitive and Relationship conflict on Job Satisfaction & OCB

Variable	OCB			Job Satisfaction		
	B	R ²	ΔR ²	B	R ²	ΔR ²
Cognitive Conflict						
Step 1						
Control variables		.024			.010	
Step 2						
Cognitive Conflict	.313***	.122	.098***	.170**	.039	.029**
Relationship Conflict						
Step 1						
Control variable		.010			.024	
Step 2						
Relationship Conflict	.142*	.043	.020*	.075	.015	.006

N=233, Gender and Education is taken as Control Variable
 ***Correlation is Significant at .001 level
 **Correlation is significant at .01 level
 *Correlation is significant at .05 level

Hypothesis 5 states that employee job satisfaction is positively correlated with the discretionary behaviors of employees in other words employee citizenship behaviors. The results shows ($\beta=.450$) which shows that job satisfaction is strongly positive related to the citizenship behaviors, thus these findings fully and strongly support hypothesis 5 of this study. Table 7 shows the regression result for job satisfaction and organization citizenship behavior

Table 7: Regression Results of Job Satisfaction & OCB

Variable	OCB		
	B	R ²	ΔR^2
Job satisfaction			
Step 1		.	
Control variable		.024	
Step 2			
Job Satisfaction	.450***	.224	.20***

N=233, Gender and Education is taken as Control Variable
 ***Correlation is Significant at .001 level
 **Correlation is significant at .01 level
 *Correlation is significant at .05 level

4.5 Mediation Analysis

Hypothesis 6 & 7 of this study states that employee job satisfaction will mediate the relation between cognitive conflict and organization citizenship behavior and relation between relationship conflict and organization citizenship behaviors. For the mediation analysis steps from Baron & Kenny (1986) is followed. According to Baron & Kenny (1986) mediation take place when following three multiple regression analysis is use. First the independent variable must be significantly related to the mediator variable. Second independent variable must be significantly related to the dependent variable. And in last both the independent and mediator variable will be related to the dependent variable. If the first two conditions are proved then the relationship between independent and dependent variable in third condition must be insignificant for the succession of the mediation. Means if the relationship of dependent and independent variable in third condition is insignificant then mediation effect will exist, and if there is a slightly difference in the effect of relation; β value slightly increase from the main effect of the independent and dependent relationship then there will be a partial mediation, or if the relationship still remains significance then the mediation effect will not exist.

Table 8 shows the mediation result for hypothesis 6. Hypothesis 6 depicts that employee job satisfaction will mediate the relation of cognitive conflict among employees and citizenship behavior. As per Baron & Kenny (1986) equation, to prove this mediation hypothesis 1, 3 and 5 fulfill the first 2 conditions of Baron & Kenny (1986) equation. In first step the control variable is incorporated, secondly employee job satisfaction and in third step independent variable (cognitive conflict) is entered. As shown in the table 8 effect of job satisfaction is slightly decreased ($\beta = .31$ to $\beta = .24$) and variance is also increased from ($\Delta R^2 = .09$ to $\Delta R^2 = .06$). This means the effect of relationship between cognitive conflict and Organization citizenship behavior

is slightly affected by the mediator variable. So in this case it can be said that there is a partial mediation effect and hypothesis 6 is accepted. Whereas in case of hypothesis 7, which illustrate that the employee job satisfaction will mediate the association between relationship conflict and citizenship behavior. As shown in table 8 effect of relationship conflict is decreased from ($\beta = .14$ to $\beta = .10$) and the variance decreased from ($\Delta R^2 = .02$ to $\Delta R^2 = .01$). For proving this hypothesis, hypothesis 4, 5 is fulfilling the preconditions of Baron & Kenny (1986) equation, and there is a minor difference in β value of the relationship between relational conflict and organization citizenship behavior because of mediation variable which shows partial mediation and accepted the hypothesis no 7.

Summarizing the whole mediation analysis we conclude that employee job satisfaction mediate the relationship of cognitive and relationship conflict with organization citizenship behavior. Employee job satisfaction partially mediates the relationship between conflicts and the citizenship behaviors.

Table 8: Mediation Results of Cognitive Conflict, Relationship Conflict, Job Satisfaction & OCB

OCB			
Variable	B	R ²	ΔR ²
Mediation: Job satisfaction			
Step 1			
Control variable	.024		
Step 2			
Job Satisfaction	.45***	.22	.20***
Step 3			
Cognitive Conflict	.24***	.28	.06***
Mediation: Job satisfaction			
Step 1			
Control variable	.024		
Step 2			
Job Satisfaction	.45***	.22	.20***
Step 3			
Relationship Conflict	.10*	.24	.01*

N=233, Gender and Education is taken as Control Variable

***Correlation is Significant at .001 level

**Correlation is significant at .01 level

*Correlation is significant at .05 level

Chapter 5

Discussion

As stated by the previous literature on the conflict from a decade, that conflict is both beneficial and harmful for the organization performance, individual's performance and job satisfaction, working morale, effectiveness of teams and groups, cohesion and trust among the peoples. Most of the research has found negative influence of conflict on the above mention units. The purpose of this study was also to check the impact of intergroup conflicts on the Employees citizenship behaviors and the mediating role of job satisfaction. Most of the past research shows that the conflicts have unfavorable or damaging relationship (also mentioned in the literature above) to the group, team and employee performance and their job satisfaction.

Whereas as it is also hypothesis in this study that cognitive and relationship conflict will have negative impact on employee citizenship behavior (i.e. H3 & H4) and negative impact on job satisfaction (i.e. H1 & H2). Surprisingly these hypothesis are not supported by the result which drawn from the used sample. Though this sample of data doesn't support the hypothesis but some theoretical and empirical findings from the previous research and literature support these result. As shown in the results H1 & H3, which state that the cognitive conflict is negatively related to the employee job satisfaction and organization citizenship behavior, are not supported. Now in the coming part of discussion I will support the result of my hypothesis H1 & H3.

While some of the previous literature state that cognitive conflict can also be beneficial and have positive effect on organizations and for employees performance, because cognitive conflict usually occurs by the difference of opinion, and this divergence in opinion help or lead towards the better decision making (Amason, 1996; Janssen et al., 1999) and also employee performance and satisfaction (Jehn, 1995; Jehn & Mannix, 2001). During the cognitive conflict when peoples used to argue, confront each other on some issue, they came up with the more enhance vision, innovative and satisfactory solutions (De Dreu & West, 2001; Nemeth & Staw, 1989). In cognitive type of conflict employees usually have less friction anxiety among them. This Less degree or magnitude of friction and dissatisfaction helps employees to collaborate effectively to sort out the better solutions for the related task and difficulties, which improves the employee performance and employee satisfaction and force the employee to intact with the group or their team (Amason, 1996).

Conflict can be positive with performance, employee job satisfaction, group effectiveness in several ways. Like Coser (1956) argued that conflict can be used for some handy purpose. He further state that conflict built uniqueness and individuality of the group and team members. It also boosts the employee morale, degree of collaboration and built the strong cohesion among the members of the organization. Conflicts also help employees to build a level of creativity and innovation and also generate motivation for members to achieve some unresolved complex goals and problems (Deutsch 1973). Employees ability of learning and grooming is also been advanced by task conflicts when the focus on the composite kind of task and duties which need more argument and enhancement (Simons & Peterson, 2000). Individuals use to learn and enhance its capacity to fulfill difficult tasks when he jumped into or meet Cognitive conflict. So the task conflict can also have direct positive impact on those elements which foster employee performance and job satisfaction.

On the other hand the result also predicting that relationship conflict is also positive to job satisfaction. Most of the previous research depict that relationship conflict is injurious or negatively influence on performance and job satisfaction. But in support of my results some of the exceptions that relationship is positively related to performance and employee job satisfaction and also some of the rejected hypothesis from some authors found in the previous literature are quoted here to support my results. As mention above that the relationship conflict is also found positive in some of the literature which openly defies that there is always negative relation between relationship conflict and employee job satisfaction and team performance. Association between relationship conflict and employee performance and satisfaction is found positive by (Eisenhardt, *et al*, 1997; Leavitt *et al*, 1995). Jehn (1995) was also unable to found any negative association between Relational conflict and group performance, neither negative alliance between employee job satisfaction and performance was found by Xin (1999) & Pelled *et al* (1999).

Hjerto (2006) in his dissertation of doctorate was also unable to prove his 2 hypothesis that emotional or relationship conflict is not related to job satisfaction of any particular group and employee and his hypothesis, that there is no significant relationship among emotional conflict and job satisfaction of a group, was also been rejected. Relationship conflict can also be less harmful if the employees and groups are considered as high performers and are very efficient in fulfilling the multifaceted and difficult tasks (Jehn and Mannix 2001). Passos & Caetano (2005) hypothesis, of negative impact of relationship conflict with satisfaction and efficiency of group decision making, has also been rejected and there results demonstrate no significant relationship.

As mention above that cognitive conflict can also have positive impact on employee satisfaction and performance. So keeping these arguments in consideration, employees with high degree of job satisfaction are involved in high level of discretionary behaviors or OCB (Brown, 1993). Those individual who used to have high job satisfaction and are connected with citizenship behavior, also have less inclined towards leaving the current job (Sager, 1994) and are more inclined towards organization commitment and loyalty (Van Dyne et al., 1995). Smith, et al. (1983) and Bateman & Organ (1983) first time conclude that job satisfaction is a best forecaster of employee organization citizenship behaviors. These findings were second by the organ (1997) that job satisfaction is still the best forecaster of citizenship behavior after couple of decades. Further this positive relationship is also found by Davis (1992). Thompson and Werner (1997) conclude that that conflict such as role or interpersonal conflict has significantly related to some dimensions of citizenship behavior even when the job satisfaction is mediated by employee job satisfaction. Podsakoff et al., (2000) state that role ambiguity and conflict is associated with employee job satisfaction which leads towards the individual's job satisfaction. So by analyzing these comments we can say that those individuals who face cognitive conflict and relationship can also have high level of job satisfaction and this job satisfaction also lead or engage individuals to organization citizenship behaviors.

Chapter 6

Conclusion

Cognitive conflict and relationship has been widely studied before. The purpose of this study was to analyze that how these two types of conflict impact the employee's degree of organization citizenship behaviors. How the employee react toward citizenship behavior after getting into cognitive (task) conflict and relationship conflict. Employee job satisfaction is also measure as a mediating variable between the conflict types and organization citizenship behavior. Conflict plays a major role in an individual's, teams and in organizations performance. Conflict effect the level of cohesion, collaboration between employees and can be harmful predictor for employee and organization well being. Employee job satisfaction is also a strong antecedent of organization citizenship behavior. It's been seen that if employee is happy and satisfied with his work and his work environment he will engage in discretionary behaviors.

This study was also conducted to see that weather the employees having conflicts will be engaging with organization citizenship behavior or not. Employee job satisfaction is also been incorporated as a mediating variable in the conflict and OCB relationship. Contrary to expectation and the proposed hypothesis the results was opposing the proposed hypothesis. Results shows that the individuals having conflicts with their fellow employees can lead towards organization citizenship behaviors and they can also attain job satisfaction. Findings also didn't show the mediating effect of employee job satisfaction. There was no mediation effect of job satisfaction between cognitive conflict and employee citizenship behaviors; and there was also no mediation effect of employee job satisfaction found between relationship conflict and citizenship behaviors.

Whereas employee job satisfaction was significantly positive associate with OCB. Rich working environment, manager's styles and interest of handling conflicts, or better collaboration and cohesion among employees can be some of the reasons for having positive relationship between conflict and job satisfaction. By creating a rich working climate, managers can prevent such kind of conflicts and can enhance the employees productivity and there inclination towards organization citizenship behaviors. Employees will perform or exercise discretionary behaviors when they have positive supervisory support, this support can also be use for elimination of conflict among individuals in group and teams performing some common task. Individuals can also eliminate conflicts from their social or working circle by sharing the work load, by helping each other, effective communication channel and collaboration pattern can also escalate the conflicts from individual's social circle.

6.1 Limitations:

The findings of this study challenges the previous findings related to conflict and OCB and was supported by previous literature and findings. This study has some limitations which must be taken into consideration. Data sample was only being filled from the banking sector and the size of sample was 233. This sample size should be increased for further future research and should be applied on different sectors or working areas. As the result shows contrary findings as compare to proposed hypothesis and some of previous literature, after increasing the data size it should be checked in different areas that either same positive result are find or not. In this study conflicts are only being tested with overall OCB, it should be tested with all dimensions of ocb for future research.

6.2 Managerial Implications

In organizations managers should create environment or allow for open debate on task relating problems, due to this debate and conversation the quality of decision will be enhance. Managers should also resolve or interrupt the conflict among employees as soon as possible. These conflicts should be resolve because neglecting these conflicts will harm the effective outcomes of decisions and the performance of the employees. While working on some project members of groups or teams should frequently interact with each other. Managers and supervisor should play his role in this interaction and make sure that members are actively participating and interacting with each other. This active participation will help in solving difficult problems related to task issues. Supervisor and mangers should also intervene in relationship conflict because this kind of conflict is more harmful for the organization and for employees in group's aswell.

6.3 Future Research

Research on conflicts should be broadened from banking sector to other as well. Cognitive and relationship conflict among members in groups and teams should be analyze in more diversify groups and teams. This diversify groups should consist of different peoples from different ethnic, thinking and should be from different areas. The performances of these diversify groups and there degree towards citizenship behavior should be examined. These diversified groups should have different moderating effects on conflict and citizenship behaviors. Furthermore the effect of cognitive conflict and relationship conflict should be checked with other variables or outcomes. Influence cultural values and dimensions should also be checked that how these cultural values will moderate the relationship of conflict and outcomes. Work environment can also be used to check the relation among conflict and citizenship behavior.

6.4 Practical Implication

This study has some practical implication which can be useful for any organization where presence of conflict is mandatory. Firstly, to reduce the intensity of conflict one should understand the type of conflict, means which conflict is more harmful and more detrimental to the organization. This study will lead the managers and supervisor to anticipate the conflict in more effective way. In organization managers should create the environment where employees are encouraged to have open debate and discussion on task related problems and issues. Secondly managers should mitigate and resolve the conflict as soon as possible. Managers should adopt better conflict management technique or way to resolve the conflict. Collaboration between employees within an organization and team is must; employees should collaborate with each other to have better solution for the problem. Another implication of this study would be that organizations must create atmosphere for the better cohesiveness among the group members and must develop respective behaviors for each of the group members. One more practical implication to reduce the conflicts among the employees is to conduct trainings and discussion among the members before formulation of the groups and teams.

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Annexure-I: Questionnaire

Questionnaire on

Impact of Cognitive & Relational conflict on Job Satisfaction and Organizational Citizenship Behavior

Dear Respondent

I am Muhammad Usman, MS student at International Islamic University Islamabad. I am doing my final thesis on “**Impact of Cognitive & Relational conflict on Job Satisfaction and Organizational Citizenship Behavior**” .The objective of this research is to examine the impact of cognitive and relational conflict on Employees organizational citizenship behavior. You are requested to take 10 minutes out of your busy schedule to fill this questionnaire. Your cooperation is highly appreciated. If you need any help or have any query regarding this research please send a request to, usman2.sattar@gmail.com.

Please Fill the Following

Name _____

Age _____

Gender _____

Education _____

University _____

Occupation _____

Please encircle the appropriate number against each statement, according to the scale given below.

Altruism

1. I help others who have heavy workloads.
2. I help others who have been absent.
3. I willingly give of my time to help others who have work related problems.
4. I help orient new people even though it is not required.
- 5.

Courtesy

1. I try to avoid creating problems for co-workers.
2. I do not abuse the rights of others.
3. I take steps to prevent problems with other workers.
4. I am aware of how my behavior can affect other people's job.

Sportsmanship

1. I consume a lot of time complaining about trivial matters.
2. I tend to make (problems bigger than they are)
3. I constantly talk about wanting to quit my job.
4. I always focus on what's wrong, rather than the positive side of it.

Conscientiousness

1. I am always punctual.
2. I never take long lunches or breaks.
3. I don't take extra breaks.
4. Obeys company rules, regulations and procedures even when no one is watching.

Civic virtue

1. I keep abreast (side by side) of changes in the organization
2. I attends functions that are not required, but that help the company image.
3. I attends and participates in meetings regarding the organization.
4. I keeps up with developments in the company.
- 5.

Overall Job Satisfaction

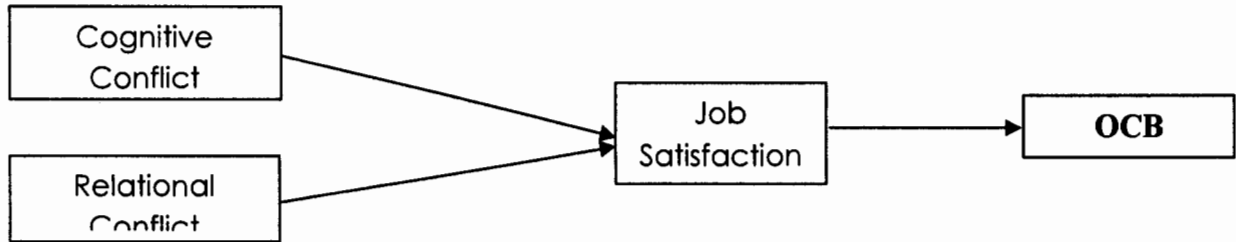
1. I am often bored with my job
2. I feel fairly well satisfied with my present job
3. I am satisfied with my job for the time being
4. Most days I am enthusiastic about my work
5. I like my job better than the average worker does
6. I find real enjoyment in my work

Conflict Questions

1. There is friction among members of our work unit.
2. There is personality conflict in our work unit.
3. There is tension among members in our work unit.
4. There are emotional conflicts among members in our work unit.
5. There is disagreement among peoples about opinions regarding work being done
6. There are frequently conflicts about ideas among peoples
7. There is conflict about the work you do among your work unit
8. There is difference of opinion in our work unit

Annexure-II: Figure(s)

Theoretical Framework



Annexure-III: Abbreviations

OCB: Organization Citizenship Behavior

OCBO: Organization Citizenship Behavior to Organization

OCBI: Organization Citizenship Behavior to Individual

CC: Cognitive Conflict

RC: Relationship Conflict

JS: Job Satisfaction

Annexure-IV: Tables

Table 1: Alpha scores for OCB dimensions

Reliabilities	
	Cronbach Alpha
Altruism	0.71
Courtesy	0.69
Sportsmanship	0.78
Consciousness	0.77
Civic Virtue	0.63
Overall OCB	0.80

Table 2: Alpha scores for Job Satisfaction

Reliability	
	Cronbach Alpha
Job Satisfaction	0.76

Table 3: Alpha scores for Cognitive and Relational Conflict

Reliability	
	Cronbach Alpha
Cognitive Conflict	0.76
Relational Conflict	0.76
Overall Conflict	0.85

Table 4: Mean and standard Deviations

Descriptive Analysis		
	Mean	Standard Deviation
OCB	3.58	0.47
Job Satisfaction	3.05	0.79
Cognitive Conflict	3.14	0.76
Relationship Conflict	3.57	0.72

Table 5: Correlation Analysis

	1	2	3	4	5	6	7
1. Education							
2. Gender	.000						
3. Age	-.054	-.039					
4. RC	.076	.043	-.086				
5. CC	-.024	-.013	-.029	.683**			
6. JS	.025	-.034	.088	.068	.167*		
7. OCB	.031	-.110	.105	.129*	.310**	.459**	

Table 6: Regression Results of Cognitive and Relationship conflict on Job Satisfaction & OCB

Variable	OCB			Job Satisfaction		
	B	R ²	ΔR ²	B	R ²	ΔR ²
Cognitive Conflict						
Step 1						
Control variables		.024			.010	
Step 2						
Cognitive Conflict	.313	.122	.098	.170	.039	.029
Relationship Conflict						
Step 1						
Control variable		.010			.024	
Step 2						
Relationship Conflict	.142	.043	.020	.075	.015	.006

Table 7: Regression Results of Job Satisfaction & OCB

Variable	OCB		
	B	R ²	ΔR ²
Job satisfaction			
Step 1			
Control variable		.024	
Step 2			
Job Satisfaction	.450	.224	.20

Table 8: Mediation Results of Cognitive Conflict, Relationship Conflict, Job Satisfaction & OCB

		OCB		
Variable	B	R²	ΔR²	
Mediation: Job satisfaction				
Step 1				
Control variable		.024		
Step 2				
Job Satisfaction	.45	.22	.20	
Step 3				
Cognitive Conflict	.24	.28	.06	
Mediation: Relationship Conflict				
Step 1				
Control variable		.024		
Step 2				
Job Satisfaction	.45	.22	.20	
Step 3				
Relationship Conflict	.10	.24	.01	

