



# III INTERNATIONAL FORUM ON MANAGEMENT

## Value Creation and Local Heritage

UNIVERSIDADE DE ÉVORA | PORTUGAL

Colégio do Espírito Santo

1 e 2 fevereiro | 2019

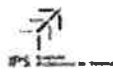


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# POSTERS

**CONFLICT MANAGEMENT, COMMITMENT AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIORS:  
EMPIRICAL STUDY IN A HIGHER  
EDUCATION INSTITUTION**

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JOÃO CORDEIRO

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**Objetivos:**

The emergence of new forms and approaches of management emphasizes the importance of studying human behavior in organizations. Over the years, researchers have reinforced the importance of including the study of conflict management and its resolution at the center of the debate on management research, both in general terms and in specific terms, that's to say with respect to organizational behavior and human resources management. Their importance increases when one begins to consider that conflict, managed in a positive and constructive way, can contribute decisively to the performance of individuals, groups and organizations. This research intends to bring to debate the analysis about the importance of conflict management as a fundamental process of human resource management in organizations. The objective is to analyze the relationship between conflict management, organizational commitment and behaviors of organizational citizenship in a higher education context. In addition to the proposal of the conceptual model, to analyze the interrelationship between the three constructs we also propose to analyze empirically whether and how the conflict management styles adopted by professionals are or can be the source of different types of organizational commitment and in what way they determine differently the practice of organizational citizenship behaviors. Finally, we also consider reflect, in this process of articulation, the incorporation of sociodemographic and professional variables in relation to the conflict management.

## **Metodologia:**

In theoretical terms the study allows the reflection of different perspectives concerning the frame of reference on the relationship between conflict management and organizational commitment (e.g., Hussein, Al-Mamary & Hassan, 2017) and between them and the behavior of organizational citizenship (e.g., Mehrabi, Alemzadeh, Jadidi & Mahdevar, 2013). In methodological terms, after the literature review, we constructed a conceptual analysis model with a global and integrative view on the relationship between the three constructs. In order to test the proposed model, a case study was carried out in a Portuguese higher education institution through the application of a questionnaire survey to non-teaching professionals. To analyze conflict management, we adopted the survey of Thomas (1992) developed by Jesuíno (1992) which includes 25 items: integrating (5), compromising (5), dominating (5), obliging (5) and avoiding (5). To analyze the organizational commitment, the questionnaire was replicated according to the Meyer and Allen model (1997), adapted to the Portuguese reality by Nascimento, Lopes and Salgueiro (2008), which is supported by three components: affective (6), normative (6), continuance (7). To analyze organizational citizenship, we used the survey of Konovsky and Organ (1996) adapted and validated for the national context by Ribeiro (2009), who considered 17 items related to the five dimensions of the construct: altruism (3), courtesy (3), conscientiousness (3), sportsmanship (4) and civic virtue (4). For the data analysis, we used the program SPSS/AMOS25. The main technique used was the structural equation model (SEM). In hermeneutic terms, when analyzing the structure of relations expressed in a series of equations, if the global adjustment of the hypothetical model tested is appropriate, it means that the relations or effects suggested by it are approved.

## Conclusões:

The values of the goodness indices of global adjustment of the analytical model are robust: [ $\chi^2(4)=101.873$ ;  $p<.058$ ;  $\chi^2/df=1.258$ ;  $GFI=.905$ ;  $CFI=.962$ ;  $TLI=.936$ ;  $NFI=.851$ ;  $RMSEA=.045$  (.000 – .071)]. The analysis of the normality of the variables shows that the values are lower than the maximum allowed (2 asymmetry and 7 kurtosis), which justifies the estimation of the fit of the model. Those who perform lower functions have a more dominating conflict management style (CMS) ( $\beta=.19$ ;  $p<.05$ ) and a lower compromise ( $\beta=-.18$ ;  $p<.05$ ) and integration ( $\beta=-.18$ ;  $p<.05$ ). Those who have a CMS of domination and avoidance reveals commitment behaviors of higher continuance ( $\beta=.16$ ,  $p<.05$ ;  $\beta=.32$ ,  $p<.01$ ) and lower normative ( $\beta=-.20$ ,  $p<.05$ ;  $\beta=-.28$ ,  $p<.01$ ) and affective ( $\beta=-.17$ ,  $p<.01$ ;  $\beta=-.77$ ,  $p<.01$ ). Who advocates a CMS for obliging and integrating exhibits a higher normative commitment ( $\beta=.19$ ,  $p<.05$ ;  $\beta=.18$ ,  $p<.05$ ), affective ( $\beta=.23$ ,  $p<.01$ ;  $\beta=.23$ ,  $p<.01$ ) and continuance ( $\beta=.16$ ,  $p<.05$ ;  $\beta=.19$ ,  $p<.05$ ). Those who exhibit a CMS with greater compromise show that they have more affective and normative CB ( $\beta=.43$ ,  $p<.01$ ;  $\beta=.16$ ,  $p<.05$ ) and less continuance ( $\beta=-.17$ ,  $p<.05$ ). Those who present affective and normative commitment reveal organizational citizenship behaviors (OCB) of greater altruism ( $\beta=.42$ ;  $p<.01$ ;  $\beta=.16$ ;  $p<.05$ ), conscientiousness ( $\beta=.06$ ;  $p<.01$  and  $\beta=.30$ ;  $p<.01$ ) and civic virtue ( $\beta=.19$ ;  $p<.05$  for both). Those who exhibit a continuance commitment shows lower altruism ( $\beta=-.19$ ;  $p<.05$ ); civic virtue ( $\beta=-.22$ ;  $p<.05$ ); conscientiousness ( $\beta=-.24$ ;  $p<.05$ ). We concluded, therefore, that CMS influence the types of CB and that they influence the OCB of the professionals of the higher education institution. Depending on the situation, the managers of these institutions should use different CMS in order to maximize their positive effects to increase the commitment of professionals, and thereby, improve the nature of their functions.

## Implicações:

The contribution of the research is a better understanding of the dynamics established between conflict management, commitment and organizational citizenship, as well as in term of the development and promotion of policies and practices of management and human resources management, based on organizational behavior. At the theoretical implications level, it intends to systematize an analytical model that allows a reflexive understanding of the relationship between conflict management and the behavior of

commitment and organizational citizenship of a specific professional group in the area of education – non-teaching staff. It contributes to the formulation of a new vision, based on an interrelated perspective on the phenomenon studied in a higher education context, clarifying its multidimensional and multidisciplinary nature. At practical implications level, the study contribute to the development and implementation of strategies by managers of higher education institutions, based on a multiple, relational and reflexive approach, supporting the design of management systems and human resources management systems coherently articulated with the behavioral attitudes at and towards work. Considering that conflict management has an impact on the development of the organization, contributing to the achievement of its goals and to the improvement of its results, and that the organizational commitment presupposes a way of being in context, with implications in the practice of organizational citizenship behaviors, then it must also be assumed that the organization will achieve advantages when managers define/implement policies/practices that are focused on the development of conflict management strategies. That is why, although conflict is an integral part of the organizational routine, how it is managed is extremely important to organizations in order to highlight their positive aspects.

### **Originalidade:**

The originality of this research focuses on the theme and the methodological approach developed. On the one hand, the study differs from others because it is the first, in a national and international context, which analyzes the relationship between conflict management, commitment and organizational citizenship behaviors in its various dimensions, in an educational context, and, more specifically, in higher education. It is presented, therefore, as a three-dimensional analysis of organizational behavior, while a large part of the studies developed on this subject have centered on a two-dimensional approach between only two constructs. On the other hand, the proposed research model is innovative, assuming, simultaneously, as hermeneutic, diagnostic and strategic. Diagnosis, because it is based on the purpose of being a conceptual tool for analysis and performance in the area of organization management. Hermeneutic, because it aims to present, systematize and interpret, in a reflexive way, the relations that are established between the dimensions under analysis. Strategic, because it contributes to the implementation of a set of policies and practices of human resources management with a view to achieving its strategic objectives. Finally, the

object of study is focus on the non-teaching professionals of a higher education institution in Portugal, analyzing their different professional categories, when most of the national studies essentially focus on the professional group of teachers. The various actors in the academic and business environment that maintain close proximity to these institutions have recognized the importance of these professionals. Non-teaching professionals make an undeniable contribution to the functioning of these institutions by ensuring the implementation of administrative, technical and strategic processes, but also because they establish bridges with teaching professionals, helping to create dynamics that allow them to leverage the positioning of these institutions as strategic agents of development of the regions and of the country.

