



The Effect of the Organizational Citizenship and Cynicism Behaviors on the Management of Hierarchical Conflicts

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ABSTRACT

The increase in organizational effectiveness and productivity is significantly related to employees' and managers' performance. In this base, it is important to determine the attitudes and behaviors of managers and their subordinates during the conflict management process. In this research, the relationships between organizational citizenship behavior (OCB), hierarchical conflict management (HCM) and organizational cynicism behavior (CB) were investigated within the scope of demographic variables. In this manner, the influence of OCB on HCM and on its sub-dimensions were measured. Moreover, the moderator effect of CB and demographic factors on the relation between OCB and HCM was tried to be identified. The population of this study is the financial sector employees in Turkey and the practice population is limited in terms of provinces and titles. Using the criterion, the pilot research was conducted with 201 respondents. The ultimate main research uses data from 384 questionnaires, selected through random sampling technique. Results achieved using IBM SPSS 17, FACTOR 10.3 and AMOS 21, indicated that the level of OCB of financial sector managers and their employees has a significant effect on HCM and its sub-dimensions. Furthermore, CB, Title and Capital Structure variables moderates the relationship between OCB and HCM.

Keywords: Organizational Citizenship Behavior, Conflict Management, Organizational Cynicism Behavior

JEL Classifications: D23, D74, M10

1. INTRODUCTION

In today's global, competitive business environment the cynical or citizenship behavior of employees, the levels of conflict and conflict management styles have become more important for the sustainability of organizations. Despite this importance, there has been relatively limited contemporary academic researches that directly investigate the interactive relationships between hierarchical conflict management (HCM), organizational citizenship behavior (OCB) and Organizational cynicism behavior (CB). Thus, the present survey aims to provide new insights into the challenges faced by organizations in managing hierarchical conflicts. Accordingly, in this study it was investigated whether OCB of the finance sector employees has an effect on HCM. The second focus of interest is whether CB and demographic variables influence this relationship or not.

It has been observed that some employees can manage conflicts with their managers very well in organizations and turn this

situation into positive, while others can't and be unhappy, unsuccessful and inefficient. The problem may be that employees are not able to integrate with their organizations because of their critical, cynical attitudes and behaviors. In addition, demographic control variables, considered to be able to influence this relationship, were also included in the analysis results.

2. LITERATURE REVIEW

Previous studies on HCM have examined the relationship with variables such as culture (Asunakutlu and Safran, 2004; Mohammed et al., 2008), job satisfaction (Jen, 2013; Sonnentag et al., 2013), performance (Shih and Susanto, 2010), leadership (Canen and Canen, 2008; Doucet and Poitras, 2009; Posthuma, 2014), motivation and rewarding (Tjosvold and Sun, 2002), stress (Friedman et al., 2000), communication (Li et al., 2011), group dynamics (Chuang et al., 2004) and personality (Yürür, 2009; Dijkstra et al., 2005; Park and Antonioni, 2007).

In OCB studies, the relationships between leadership and sales success (Schlechter and Engelbrecht, 2006), efficiency and productivity (Walz and Niehoff, 1996), organizational justice (Ehrhart, 2004; Messer and White, 2006), work performance (Todd, 2003; Henry, 2009), job satisfaction (Hill, 2002; Edwards et al., 2008; Munyon et al., 2010), organizational trust (Yoon and Suh, 2003), motivation (Rioux and Penner, 2001; Finkelstein, 2006), organizational learning (Somech and Drach-Zahavy, 2004), stress, work-family conflict (Bolino and Turnley, 2005), perceived organizational support (Singh and Singh, 2008), culture (Fassina et al., 2008; Wang and Wong, 2011), emotional intelligence (Chahal and Mehta, 2010; Carmeli and Josman, 2006) and organizational- professional loyalty (Poutsma et al., 2015) have been investigated.

Moreover, CB researches have reviewed the relationship with psychological contract violation (Johnson and O'Leary-Kelly, 2003; Ögüt et al., 2008), perception of organizational justice (FitzGerald, 2002; Kutaniş and Çetinel, 2010; Batool, 2012), organizational support (Kalağan, 2009; Cole et al., 2006), creativity (Huang et al., 2015), leadership (Davis and Gardner, 2004; Rubin et al., 2009; Harvey et al., 2006), organizational change (Wanous et al., 2000; Stanley et al., 2005), trust (Pugh et al., 2003; Altınöz, 2012; Güner et al., 2012), mobbing (Gül and Ağıröz, 2011), participation in decisions (Turner and Valentine, 2001), organizational policies (Saam, 2010), role distribution (Brown and Cregan, 2008), communication (Tınaztepe, 2012), organizational alienation (Yıldız et al., 2013), re-structuring (Bernerth J, 2007), organizational loyalty (Yıldız et al., 2013; Cartwright, 2006) and performance (Brandes and Das, 2006).

Many variables are found to be commonly related with OCB, HCM and OC simultaneously. From this perspective, we have reached the conclusion that there may be a potential relationship between these three conceptual structures.

2.1. Conflict Management

It is only accepted in the modern approach that organizational conflicts can be functional; nevertheless in classical and neoclassical approaches all conflicts are acknowledged as dysfunctional at all cases (Robbins and Judge, 2011). According to the classical management approach, conflicts are undesirable, detrimental to the organization, arise as a result of disobedience and can be prevented. Classicists describe avoiding the conflicts, as one of the main duties and responsibilities of the administration (Shafritz et al., 2011). This view of classical thought has lost its validity since it neglects change and creativity (Euwema et al., 2003). The neo-classical theory of management states that conflicts can naturally exist and should be eliminated (Brooks, 2003; Koçel, 2013; Özalp, 2015). The systems theory of management claims that avoiding the factors which employees see as a threat and eliminating objective differences besides resource dependence, can reduce conflicts (VadenBos, 2007; Scudder et al., 2011). On the other hand, modern management theories consider organizational conflict as inevitable and as a positive indicator of productivity, effectiveness and creativity (Rahim, 2001; Shearouse, 2011; Yeniçeri, 2009).

Rahim (2001) explained the nature of the conflicts by exemplifying the real events in four companies regarding the inter-individual conflicts between groups, their relationship with management styles, organizational learning and ethical values. Matthiesen et al. (2003) found that conflicts disturb teamwork and affect harmony within the organization negatively; though Schermerhorn et al. (2008) argued that functional conflicts positively support change in the organization, creativity and development. Shih and Susanto (2010) in their study focused on emotional intelligence and concluded that when conflicts are managed correctly, performance improves. Similarly, Suliman and Al-Shaikh (2007) showed that companies which incorporate employee emotional intelligence-enhancing activities into their human resource programs, can reduce conflicts by controlling disagreements. According to Siira (2013), the cultural characteristics of the employee influences the styles of conflict management as it determines their communication methods, too. In another study, Turkalj et al. (2008) asserted that the performance of male employees is not affected by conflicts they have with their managers whereas this effect is found to be much higher and more significant in female workers whose seniority is five years and below. Nouman et al. (2011) suggested that the level of conflict among employees is much higher than their superiors' who experience conflicts with other managers. Wang and Klossek (2007) stated that as a style of conflict management, groups more commonly use organizational alignment improving methods. Baykal (2008) determined that the most important factor among the causes of conflict, in terms of the damage and the difficulty of the solution, is working environment.

2.2. Relationship between Conflict Management and OCB

Recent researches has shown that OCB can also cause conflicts, as well as its positive effects on organizations (Spitzmuller et al., 2008). Employees showing OCB may suffer with heavy workload. As a result of high OCB levels, working more in the workplace increases the likelihood of conflicts among individuals experiencing stress, tension and sadness (Bolino and Turnley, 2005; Liu et al., 2008). These overworking employees may think that managers have not treated them fairly despite their hard work. These negative thoughts result in rude, incompatible and uncompromising behaviors towards other employees and managers, which brings the conflict together (Klein, 2007). Conflicts may cause tension, anxiety, anger, sadness and unprofessional behaviors at workplace as well as physical illness (Calabrese, 2000; Neuman, 2004). Employees exhibiting OCB can be rewarded by managers which may cause jealousy and reduce the voluntary positive behaviors (Kim et al., 2010). The results of research by Perlow and Weeks (2002) explained that an OCB engaged employee, who is willing to help others persistently even when not requested, is disturbing the teammates and his manager. An employee involving with OCB, who deliberately humiliates his colleagues by helping them alongside their manager, may cause horizontal and vertical conflicts (Klein, 2007).

According to Van Dyne and Ellis (2004), a worker exhibits negative attitudes and behaviors against co-workers who continuously exhibit OCB in order to humiliate others. Employees who create discomfort in the team, conflict not only

with their colleagues but with managers, as well. It is due to the fact that managers do not allow such negative behaviors to be displayed within the team, in order to ensure sustainable efficiency and productivity (Spitzmuller et al., 2008). On account of working hard, employees engaging in OCB, spend less time together with the staff and managers which lessens face to face communication dramatically. It is highly probable to have disagreement between employees and managers, who are losing communication (Van Dyne et al., 2007). Individuals who demonstrate OCB, may cause role conflicts as a result of working beyond their official job descriptions (Aamodt, 2007). This uncertainty can result in HCM (Bolino et al., 2004). Eatough et al. (2011) claimed that role conflicts have a negative impact on OCB while extra-roles affects positively. Enns and Rotunda (2006), Spector et al. (2002) stated that there is an interactive, positive relationship between OCB and HCM. Güler (2009) in a study asserted that there is a positive relationship between all OCB dimensions and group conflict. Çıra (2011) determined that OCB dimensions vary demographic variables, increase organizational loyalty and success, whilst decrease perception of conflict. Liu and Cohen (2010) research on public officers revealed that OCB is positively related with conventional staff but negatively related with hedonism.

2.3. Relationship between Conflict Management and Organizational CB

CB has been a sensitive issue because it appears to be a negative attitude and therefore has not been examined in details as other concepts (Naus, 2007). Even though there is mismatch between the organization and the employees, staff need to work for the interests of the organization which causes internal contradictions. If this contradiction is persistent, the individual may show cynical behavior as a reaction. Likewise, when conflicts are not properly managed, cynicism can also emerge as a reaction to managers (Dean et al., 1998; Wanous et al., 2000; Brandes et al., 1999). Cynicism is not only a provocation of organizational conflict, but also a catalyst of creativity. In high-trust organizations, CB increases creativity without raising the level of conflict (Huang et al., 2015). It is due to the fact that cynicism is a learned behavior and can be managed (Abraham, 2000; Johnson and O'Leary-Kelly, 2003; Andersson and Bateman 1997).

Calabrese (2000) reported that CB increases the conflicts among hospital staff. Harris et al. (2011) in a study investigated the relation between HCM and CB, in the context of leader-member exchange theory. Data results, obtained from a sample of 255 people, showed that CB decreases OCB levels and causes more conflicts. Moreover, CB has a moderator effect on the relationship between OCB and HCM on two different samples. Another survey concluded that employees who were exposed to CB, tried to manage conflicts by Collaborating and Compromising styles (Zapf and Gross, 2001). Saam (2010), in his research, examined conflicts emerging from CB and indicated that coaching needs to be applied as a conflict management strategy. With this study Saam (2010) has categorized the conflict management methods as organization, group and mutual actions of two individuals, bringing a new approach to the multi-stage solution model of Harvey et al. (2006).

Keashly and Nowell (2011) emphasized the importance of seniority, title and status on the relationship between conflict management and CB. According to them unlike HCM, CB may not be reciprocal at all. They suggested that open communication, information sharing, co-decision making and trust-enhancing activities are necessary for long-term successful solution of the problem. Bond et al. (2004) and Fu et al. (2004) argued that employees with high CB levels don't prefer accommodative and collaborative approaches to conflict management, suggesting that social cynicism is correlated with pressure and coercion. In Li et al. (2011) survey of 572 people, CB and HCM were found to be negatively correlated with job and private life, on the other hand positively correlated with burnout and intention to leave.

2.4. Relationship Between Organizational Cynicism and OCB

The CB and OCB conceptual structures were found to be related in previous studies. A high level of CB leads to lower level of OCB, suggesting a negative relationship between each other (Cartwright, 2006). Psychological contract violations erodes trust, resulting in lower OCB levels and higher CB (Abraham, 2000). A worker exhibiting CB, ridicules his organization, criticizes managers, does not adopt the organizational goals and negatively influences others. Individuals with high OCB levels are not likely to have such negative attitudes and behaviors (Brandes, 1997). Unlike CB, OCB is beneficial for organizations, supporting helpful behaviors by ensuring that the work is completed successfully and on time (Yetim and Ceylan, 2011). It is a more powerful possibility for individuals with positive personality characteristics to exhibit OCB. It is not anticipated that employees engaging in CB, will fulfill duties which are not in their official job descriptions, for the benefit of the organization (Özgener et al., 2008). Many studies show that CB affects OCB negatively, as a result of reducing job satisfaction and commitment (Yetim and Ceylan, 2011).

As negative emotions, thoughts, attitudes and behaviors of employees increase, loyalty and citizenship behaviors which are not included in the job descriptions, will accordingly decrease. Consequently, employees will be reluctant to take on more responsibilities and duties by showing a tendency to work just enough to fulfill their current job. One of the main actions that can be taken within the organization to reduce CB level is the dissemination of OCB (Erdoğan and Bedük, 2013). Abraham (2000) stated that CB can reduce OCB through pessimism and intention to leave the workplace. Researches made on Turkish education system in the 2000s indicated that employees' perception of CB is lower than OCB. Kalağan and Güzeller (2010), Özgan et al. (2012), Helvacı and Çetin (2012), İçerli and Yıldırım (2012) have supported this finding for the education and health sectors.

Another study investigated the relationships between bank employees' job attitudes, CB and psychological contract fulfillment; concluding that OCB affects job satisfaction under the influence of psychological contract. In addition, job satisfaction and OCB is found to be negatively related with Emotions and Cognitive dimensions of CB, on the other hand intention to leave the workplace is positively related with CB (Johnson and O'Leary-Kelly, 2003; Khan, 2014). Delken (2004) also investigated the

relationship between CB and psychological contract violations on the demographic characteristics of the call center employees, stating that demographic variables had no effect on the relationship between CB and psychological contract. CB has been correlated not only with OCB, but also with job satisfaction, organizational commitment, motivation, change and development management (Rubin et al., 2009; Johnson and O'Leary-Kelly, 2003; Eaton, 2002). Kalağan and Aksu (2010) claimed that there is a relationship between CM and perceived organizational justice, psychological contract violation, stress, organizational commitment, performance, job satisfaction, burnout syndrome and organizational culture.

The factors listed above affect HCM as well. From this point, the moderator effect of CB can be mentioned. In other words, CB can affect both HCM and OCB. This framework has been added to the research model, with the assumption that CB has moderator effect on the relationship between OCB and HCM.

3. THE METHODOLOGY AND MODEL

In this descriptive, exploratory and cross-sectional area survey, one main hypothesis and eleven relevant hypotheses were tested. The main research hypothesis was determined such as that there is a relationship between OCB levels and HCM styles of employees. Other hypotheses are related to CB, Title and Capital Structure moderator variables, independent demographic control variables and sub-dimensions of HCM. Simple, multiple and hierarchical regression analysis methods were applied to test the hypotheses, relevantly.

3.1. Population, Sample and Research Application

The research's population consisted of managers and subordinates of local and foreign insurance companies and banks, operating in Turkey. The results are interpreted within the framework of this universe and are generalized for the entire Turkish financial sector with 250,000 employees. Practice population of the survey was limited by province and title. Due to high representation ability, top ten firms of the sector in terms of turnover, was selected. The number of the sample population was calculated to be 384 at 95% confidence interval, assuming that the basic characteristics sought to be measured, was distributed 50–50% in the population. The power analysis of the sample size was performed over 384 cases and a score of 94.6% was obtained, indicating that the sample volume is sufficient and the power of effect is high (Osse An Online Sample Size Estimator, 2017; Scheuren, 2016). Data collected from eight different cities and ten different banks-insurance firms randomly by questionnaire method with volunteer participants' approvals.

3.2. Measurement Instruments

The measurement tools consist of three scales and ten demographic questions. The organizational demographic questionnaire has four questions while the individual has six. Among these demographic variables, "Title, Department, Number of employees and capital structure" are defined as control variables. The first measurement tool is the "OCB scale," which was developed by Podsakoff and MacKenzie (1989). This scale was also used at Walz and Niehoff's (1994), Güler (2009), Stamper and Linn (2001), Paine and Organ's (2000) surveys conjointly. It was deemed necessary to add six new

items to this original scale by the researcher, due to the inadequate number of items in some dimensions. In the final stage, the OCB scale consisted of 5 dimensions and 30 items: Altruism (6 items), courtesy (6 items), conscientiousness (6 items), sportsmanship (6 items) and civic virtue (6 items).

The second measurement tool is the "conflict management scale," which was developed by Rahim (1983). This scale was used at Bowles (2009), Friedman et al. (2000) and Brewer et al. (2002) studies likewise. Seven new items added to this scale and as a result the HCM scale made up of 5 dimensions and 31 items: Collaborating (7 items), accommodating (6 items), avoiding (6 items), compromising (6 items) and competing (6 items).

The third measurement tool is the "CB scales" of both Brandes's (1997) and Vance et al. (1996) which was adapted to Turkish by Kalağan and Güzeller (2010). This scale was used at Arabacı (2010), Özler and Atalay (2011), Tokgöz (2011), Nafei's (2013), Fitzgerald (2002), Castro et al. (2004), Byrne and Hochwarter (2008), Taxman et al. (2014) researches as well. Five new items added to this scale and as a result the CB scale composed of 3 dimensions and 18 items: Cognitive (6 items), Behavior (6 items) and Emotions (6 items).

The first and the second scales were adapted to Turkish by the researcher, using "forward and backward" translation technique. Scales were submitted for the consideration of seven experts in their field and necessary changes made in accordance with their guidance. The reliability, validity and dimensionality analyses of the adapted scales were firstly tested by the pilot research conducted with 201 participants. The measurement scales include reverse scored negative items and use 1–5 likert scale (1 for strongly disagree, 5 for strongly agree).

3.3. Research Model and Hypothesis

In this survey, the influence of OCB on HCM and on its sub-dimensions was measured. Moreover, the moderator effect of CB and demographic factors on the relation between OCB and HCM was tried to be identified (Figure 1).

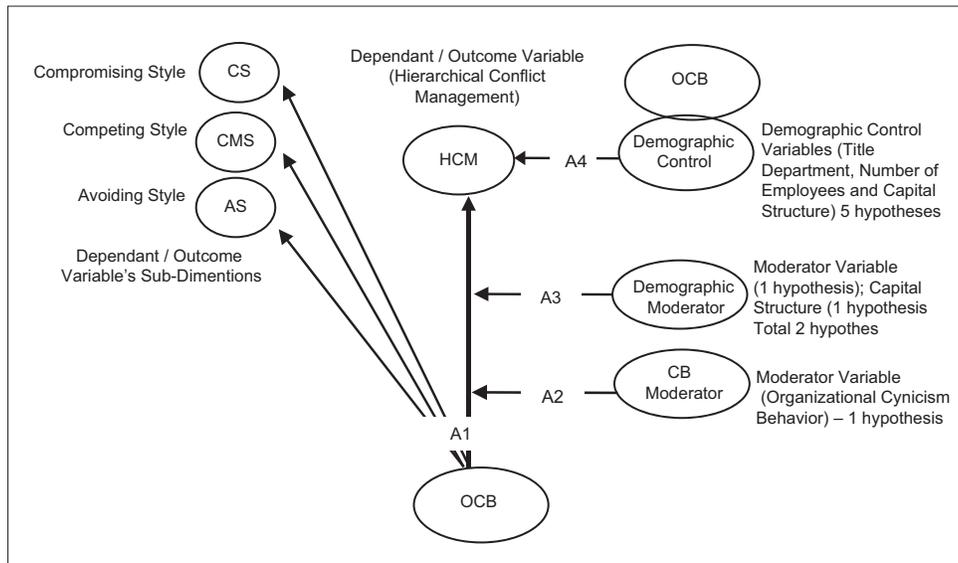
In the first stage (A1), OCB was defined as the predictor variable, HCM and its sub-dimensions were specified as the outcome variable. Their relationship was tested using a simple regression analysis and the hypotheses were determined as follows:

- H₁: OCB affects HCM,
- H₂: OCB affects the compromising sub-dimension of HCM,
- H₃: OCB affects the competing sub-dimension of HCM,
- H₄: OCB affects the avoiding sub-dimension of HCM.

In the second stage (A2), CB factor was specified as the moderator variable and its effect on the relationship between OCB and HCM was investigated by multiple regression analysis. In this manner, the relevant hypothesis (H5) predicts that: The moderator variable CB affects the relationship between OCB and HCM.

In the third stage (A3), Title and Capital Structure factors were defined as the moderator variables and their effects on the relationship between OCB and HCM were tested by multiple

Figure 1: Research model



regression analysis. The hypotheses were determined respectively as follows:

- H₆: The moderator variable Title affects the relationship between OCB and HCM,
- H₇: The moderator variable capital structure affects the relationship between OCB and HCM.

At the last stage (A4), the chosen demographic control variables were described as predictor variable which were transformed into dummy variables, and the hierarchical regression analysis method was applied to following hypotheses:

- H₈: Title affects HCM,
- H₉: Department affects HCM,
- H₁₀: The Number of Employees affects HCM,
- H₁₁: Capital Structure affects HCM,
- H₁₂: The independent individual demographic control variables and independent OCB variable jointly affect the HCM.

4. FINDINGS

The findings of the research are given in the following subheadings: Demographic descriptive statistics of participants, the dimensionality, reliability, and validity of the scales, and hypothesis testing results.

4.1. Descriptive Statistics

According to the individual demographic variables, 64% of the participants aged 40 years and below, 67% have Bachelor's degree, 76% have 11 years or less work experience, 65% have job titles below manager and 37% are working in sales and marketing departments. According to the organizational demographic variables, 69% of the companies are banks, 52% have been operating in Turkey for more than 21 years, 60% have 4000 or more employees, and 62% of them have vast majority or totally foreign capital.

4.2. Analyses of Dimensionality, Reliability, and Validity

Pilot research was carried out by 201 participants in the first phase in order to determine the factorial structures of the scales. Next,

using the ultimate main research findings, exploratory factor analyses were conducted in FACTOR 10.3 statistics software to examine the dimensionality and the factors. Variables which have a value <0.40 and/or overlapping values with other variables <0.20, were removed from the scale. The value of the findings obtained as a result of statistical analysis depends on the validity of the scales (Şencan, 2005). The validity analyses were conducted in three stages as face, content and construct validity, using IBM SPSS 17, FACTOR 10.3 and AMOS 21. In the framework of face validity, translations of the sentences in the scales were checked by a group of seven experts for accuracy, appropriateness and clarity. Moreover, "content validity" was achieved in the next step where the items were reviewed by 7 volunteers who have a Ph.D. degree. For all three scales, Lawshe (1975) content validity ratio was calculated to be 0.96, showing that the scales have content validity.

The construct validity analyses were carried out in three steps as follows (Cronbach and Meehl, 1955; Murphy and Davidshofer, 2001; Kane, 2006): Nomological validity, the validity analyses made using the method of explanatory factor analysis (EFA) and the confirmatory factor analysis (CFA). In terms of nomological validity, the correlation coefficients between conceptual structures were analyzed. Findings demonstrated a positive relationship between sportsmanship and OCB ($r = 0.985$; $n = 384$; $P = 0.000$), conscientiousness and OCB ($r = 0.844$; $n = 384$; $P = 0.000$), sportsmanship and conscientiousness ($r = 0.737$; $n = 384$; $P = 0.000$), compromising and HCM ($r = 0.924$; $n = 384$; $P = 0.000$), Competing and HCM ($r = -0.592$; $n = 384$; $P = 0.000$), Avoiding and HCM ($r = 0.849$; $n = 384$; $P = 0.000$), compromising and avoiding ($r = 0.717$; $n = 384$; $P = 0.000$), emotions and CB ($r = 0.966$; $n = 384$; $P = 0.000$), behavior and CB ($r = 0.940$; $n = 384$; $P = 0.000$), behavior and emotions ($r = 0.818$; $n = 384$; $P = 0.000$) and a negative relationship between compromising and competing ($r = -0.731$; $n = 384$; $P = 0.000$), competing and avoiding ($r = -0.742$; $n = 384$; $P = 0.000$). From the results it was determined that all three scales have has nomological validity.

In the next stage of construct validity, EFA method was applied. For the OCB scale, the EFA result is 0.94 in the Kaiser-Meyer-Olkin

(KMO) test, whereas the Bartlett scoring test result was found to be significant ($\chi^2 = 4190.4$; $P < 0.00001$). For the HCM scale, the EFA result is 0.95 in KMO test, whereas the Bartlett scoring test result was found to be significant ($\chi^2 = 7068$; $P < 0.00001$). For the CB scale, the EFA result is 0.94 in the KMO test, whereas the Bartlett scoring test result was found to be significant ($\chi^2 = 3721.6$; $P < 0.00001$). In this context, the whole data obtained from all three scales, is considered to be suitable for factor deducting.

In the final stage of construct validity, CFA method was applied, which verifies the factorial structure of the scales. According to Kline (2005), the CFA reveals the compatibility between models and data. The CFA structural validity analyses were conducted at three levels where the goodness of fit statistics, convergent validity and discriminant validity was investigated with the help of IBM SPSS AMOS 21 software (Randall and Lomax, 2004; Harrington, 2009).

The Chi-square/degrees of freedom criterion is valid for all three scales (OCB $\chi^2/df = 2.458$; HCM $\chi^2/df = 2.655$ and CB $\chi^2/df = 2.655 \leq 5$). CFI values are below 0.90, AGFI values are above 0.80, GFI values are above 0.85 and root mean square residual values are below 0.10 for all three scales. The goodness of fit statistics revealed that there is an acceptable model-data fit in OCB, HCM and CB scales (Table 1).

Furthermore, convergent validity analysis were performed by investigating average variance extracted (AVE) values, indicator reliability (IR) values and composite reliability (CR) values (Tables 2-4). For OCB, all the standard factor loads of variables are over 0.50. For Sportsmanship, AVE value is 0.756, CR value is 0.994 and IR value is 0.868, whereas for Conscientiousness AVE value is 0.675, CR value is 0.986 and IR value is 0.820. For HCM, all the standard factor loads of variables are also over 0.50. For Compromising AVE value is 0.792, CR value is 0.996 and IR value is 0.889, for Competing AVE value is 0.708, CR value is 0.998 and IR value is 0.841 and for avoiding AVE value is 0.728, CR value is 0.991 and IR value is 0.852. For CM, all the standard factor loads of variables are over 0.50 as well. For Emotions AVE value is 0.783, CR value is 0.995 and IR value is 0.884, whilst for Behavior AVE value is 0.774, CR value is 0.991 and IR value is 0.879. Therefore, convergent validity has been achieved for all three scales (AVE > 0.50, CR > 0.70, IR > 0.70).

For achieving discriminant validity within the scope of CFA, it was examined whether the AVE value of a factor is greater than the correlation¹ of this factor with other factors. AVE values are calculated by entering factor loads, obtained from AMOS 21, into Microsoft Excel through formula. The findings indicated that neither of the conceptual constructs have discriminant validity since all the correlation coefficients are higher than the AVE values (Tables 2-4). Nevertheless some recent studies suggest that the Fornell (1981) criterion is not effective under certain circumstances for determining discriminant validity (Rönkkö and Evermann, 2013; Henseler et al. 2015). Therefore, not meeting the

criteria is considered within the frame of this view. As a result of the validity analysis, the OCB is composed of two dimensions with 10 items, HCM is composed of three dimensions with 20 items and CB is composed of two dimensions with 12 items.

After validity analysis, the reliability analyses of the scales were conducted through (1) Checking correlations among items, (2) Investigating the split-half reliability (3) Cronbach's alpha reliability and (4) McDonald's omega reliability calculations.

For the Sportsmanship dimension of OCB, the correlation values among the 7 items vary between 0.47 and 0.79, whilst the average of the inter-item correlation values is 0.65. In addition for the Conscientiousness, the correlation values among the 3 items vary between 0.50 and 0.70, while the average of the inter-item correlation values is 0.63. For the second scale, HCM, the correlation values among the 9 items vary between 0.35 and 0.82 for Compromising and the average of the item correlation values is 0.62. For the Competing, the correlation values among the 5 items vary between 0.73 and 0.83 and the average of the inter-item correlation values is 0.78. Moreover, for the Avoiding dimension of HCM, the correlation values among the 6 items vary between 0.62 and 0.77, whereas the average of the inter-item correlation values is 0.70. For the third scale, CB, the correlation values among the 7 items vary between 0.56 and 0.79 for Emotions and the average of the item correlation values is 0.70. Finally, for the Behavior the correlation values among the 5 items vary between 0.66 and 0.77 and the average of the inter-item correlation values is 0.72. Therefore, the relationship among the items in all three scales are found to be within the expected values.

In terms of the split-half reliability, Spearman-Brown correction formula was used. The correlation coefficient between OCB's odd and even items is 0.91, 0.86 for HCM's and 0.94 for CB's, above the expected threshold value of 0.80. For Cronbach's alpha and McDonald's omega reliability, the relevant values of the scales should be higher than 0.70 (Tezbaşaran, 1997; Büyüköztürk, 2007; Yurdugül and Alsancak, 2013). The reliability analyses performed by the help of IBM SPSS 17 and FACTOR 10.3 softwares where the reliability of all the three scales and all their dimensions are found to be higher than the expected level ($\alpha \geq 0.70$; Table 5). It has been also determined that there is a small drop in the Cronbach alpha values if items deleted. Results revealed that OCB, HCM and CB scales are sufficiently reliable.

4.3. Hypothesis Testing Results

Before running the tests, all the conditions of the linear regression model are met successfully (The quantitative data condition, linearity, the outlier condition, independence of errors, homoscedasticity and normality of error distribution), which enables us to generalize the results. In the first stage, the main hypothesis and it's sub-hypotheses were tested. Afterwards, the possible moderator effects of CB and demographic variables were examined. At the last stage, the effect of control variables on the model was investigated.

Linear regression analysis showed that the estimation variable OCB scores explain 24% of the variance in the dependent variable

¹ Latest researches claim that Fornell-Larcker criterion and the assessment of the cross-loadings are insufficiently sensitive to detect discriminant validity problems (Voorhees et al., 2016; Henseler et al., 2015)

Table 1: Goodness of fit statistics of the CFA model of OCB, HCM and CB

Goodness of fit scales	Suggested value	OCB calculated value	HCM calculated value	CB calculated value
Chi-square/degrees of freedom (χ^2/df)	≤ 5.00	2.458	2.655	3.277
CFI	≥ 0.90	0.813	0.502	0.654
GFI AGFI	≥ 0.80	0.929	0.854	0.889
GFI	≥ 0.85	0.956	0.884	0.924
RMSEA	≤ 0.10	0.062	0.066	0.077

CFI: Comparative fit index, GFI: Goodness of fit index, AGFI: Adjusted goodness of fit index, CFA: Confirmatory factor analysis, OCB: Organizational citizenship behavior, HCM: Hierarchical conflict management, CB: Cynicism behavior, RMSEA: Root mean square residual

Table 2: CR, correlation coefficient and AVE values for OCB

Dimensions	Number of Items	CR	IR	AVE	Correlation coefficients	
					Sportsmanship	Conscientiousness
Sportsmanship	7	0.994	0.868	0.756		
Conscientiousness	3	0.986	0.820	0.675	0.862	

OCB: Organizational citizenship behavior, AVE: Average variance extracted, IR: Indicator reliability, CR: Composite reliability

Table 3: CR, correlation coefficient and AVE values for HCM

Dimensions	Number of Items	CR	IR	AVE	Correlation coefficients		
					Compromising	Competing	Avoiding
Compromising	9	0.996	0.889	0.792			
Competing	5	0.998	0.841	0.708	-0.827		
Avoiding	6	0.991	0.852	0.728	0.904	-0.873	

HCM: Hierarchical conflict management, AVE: Average variance extracted, IR: Indicator reliability, CR: Composite reliability

Table 4: CR, correlation coefficient and AVE values for CB

Dimensions	Number of items	CR	IR	AVE	Correlation coefficients	
					Emotions	Behavior
Emotions	7	0.995	0.884	0.783		
Behavior	5	0.991	0.879	0.774	0.908	

AVE: Average variance extracted, IR: Indicator reliability, CR: Composite reliability, CB: Cynicism behavior

Table 5: Reliability analysis results

Scales and dimensions	Number of items	n	SPSS 17 Cronbach's alpha	Factor 10.3 Cronbach's alpha	McDonald's omega
OCB	10	384	0.95	0.95	0.95
Sportsmanship	7	384	0.95	0.94	0.94
Conscientiousness	3	384	0.85	0.87	0.87
HCM	20	384	0.80	0.96	0.96
Compromising	9	384	0.96	0.91	0.92
Competing	5	384	0.90	0.94	0.95
Avoiding	6	384	0.92	0.92	0.92
CB	12	384	0.96	0.96	0.96
Emotions	7	384	0.95	0.92	0.92
Behavior	5	384	0.93	0.89	0.89

OCB: Organizational citizenship behavior, HCM: Hierarchical conflict management, CB: Cynicism behavior

HCM scores ($R^2 = 0.242$; $F(288, 289) = 91.953$; $\beta = 0.492$; $P = 0.000 < 0.05$). Hence, the the main hypothesis H_1 was accepted, revealing that OCB is an effective factor in determining HCM. In terms of HCM's sub-dimensions, OCB scores explain 45% of the variance in Compromising scores ($R^2 = 0.457$; $F(288, 289) = 242.281$; $\beta = 0.676$; $P = 0.000 < 0.05$), 27% of Competing ($R^2 = 0.274$; $F(288, 289) = 108.457$; $\beta = -0.523$; $P = 0.000 < 0.05$) and 13% of Avoiding ($R^2 = 0.129$; $F(288, 289) = 42.495$; $\beta = 0.359$; $P = 0.000 < 0.05$). It has been also understood that OCB is an effective factor in determining all HCM's sub-dimensions as well (H_2, H_3 and H_4 are accepted).

In the second stage, the moderator effect of CB and demographic variables were examined. Multiple regression analysis results provided that the moderator variable CB affects the relationship between OCB and HCM (H_5 was accepted), seeing that R^2 in the first model increases from 0.360 to 0.434 in the second model ($\Delta R^2 = 0.074$; $P = 0.000 < 0.05$). In order to determine the moderator effect size, Hayes (2017) PROCESS tool was used. The results indicated that there is interaction effect between CB-OCB and the relationship between OCB-HCM depends on low CB scores. CB scores only increase when the average scores of OCB exceed 3.5. Likewise, both Title and Capital Structure factors were found to

have moderator effect since R^2 in the first model increases from 0.287 to 0.328 in the second model ($\Delta R^2 = 0.041$; $P = 0.000 < 0.05$) and 0.273–0.278 ($\Delta R^2 = 0.005$; $P = 0.000 < 0.05$) respectively (H_6 and H_7 were accepted). With the help of PROCESS tool it was understood that there is interaction effect between Title-OCB and Capital Structure-OCB. The degree of relationship between OCB-HCM is affected from both the scores of employees under Manager title and/or OCB scores of firms with foreign ownership on capital structure. As the OCB scores of the people under Manager title decrease, HCM scores decrease. In the same way, as the OCB scores of foreign firms increase, HCM scores increase as well. However, at Manager title and/or domestic financial companies, higher OCB scores fail to effect HCM scores significantly.

Finally, the the effect of “control variables” on the model was reviewed by hierarchical regression. According to the results, although the R^2 value of the main hypothesis was 24%, the control demographic variables contributed to the model at a rate of 8 and the R^2 value increased to 32% (H_{12} was accepted, $P = 0.000 < 0.05$). It has been detected that among the four demographic variables only Capital Structure ($\beta = 0.174$; $P = 0.001 < 0.05$) and Title ($\beta = -0.221$; $P = 0.000 < 0.05$) make a significant contribution to the model, whereas Department ($\beta = -0.018$; $P = 0.722 > 0.05$) and Number of Employees ($\beta = 0.013$; $P = 0.800 > 0.05$) did not, thus were removed from the measurement model. With respect to these results, H_8 and H_{11} were accepted and contrary to expectations H_9 and H_{10} were rejected. Finally, it was accepted that the OCB-HCM relationship model became more meaningful with the contribution of the 2 additional demographic control variables.

5. CONCLUSION

The present survey aimed to examine the relationship between OCB-HCM and to determine whether CB, Title and Capital Structure variables effect this structure. Accordingly, a statistically significant relationship was found in 10 of the 12 hypotheses tested and the others failed in rejecting the null hypothesis. In line with the expectations, acceptance of the main hypothesis and its sub-hypotheses revealed that the relationship between OCB-HCM and HCM's sub-dimensions are significant. This result shows that OCB is important for finance sector. Furthermore, it is understood that CB, Title and Capital Structure factors are also important for a successful HCM. The following conclusions can be drawn from this study: (a) The high level of OCB scores positively influences the scores of successfully managing conflicts between subordinates and superiors, (b) The high level of OCB scores positively affects the ability to manage the conflicts successfully between subordinates and superiors in the Compromising dimension of HCM, (c) The high level of OCB scores positively affects the ability to manage the conflicts successfully between subordinates and superiors in the Competing dimension of HCM, (d) The high level of OCB scores positively affects the ability to manage the conflicts successfully between subordinates and superiors in the Avoiding dimension of HCM, (e) Having high level of OCB and low level of CB, makes it possible to manage conflicts between subordinates and superiors successfully, (f) As the Title goes down to lower levels from Manager, having OCB increases the chance of successfully managing conflicts between subordinates

and superiors, (g) As the Capital Structure changes from domestic to foreign, having OCB increases the chances of successfully managing conflicts between subordinates and superiors, (h) As the Title goes down to lower levels from Manager and/or the Capital Structure changes from domestic to foreign, OCB level increases and the chance of successfully managing conflicts between subordinates and superiors increases, (i) As the Department and Number of Employees factors change, the ability to manage conflicts successfully between subordinate and superior does not change significantly.

As a result, conflict emerges as a phenomenon that exists at every moment of social and working life. The positive or negative effects of conflicts on employees depends on the intensity and how it is managed. Conflict should be regarded as a situation that needs to be managed well, rather than as a phenomenon to be avoided. Having high level of OCB and low level of CB, makes it possible to manage conflicts between subordinates and superiors successfully. In this framework, it is suggested that organizations should take the following measures and actions to reduce CB and enhance OCB: Decreasing uncertainty, treating employees fairly, avoiding informal organizational structures and psychological contract violations, reducing stress level, providing effective leadership, involving all employees in decisions, increasing job satisfaction and sense of responsibility, creating an environment for open communication, supporting teamwork, adapting to internal and external environments, managing the change effectively, distributing the roles equally and clearly.

6. RECOMMENDATIONS FOR FUTURE RESEARCH

The present survey shows relevance with past studies. The overlapping of the obtained dimensions with the literature, strengthens the findings of this study. Moderator effects of both CB and demographic variables have contributed to the survey and mediator effect needs to be examined separately as well. Furthermore, it has been suggested to (a) give maximum importance and value to pilot research, (b) Prevent common method variance by applying the scales to different sample population or to same participants again at different times, by adding a new scale for a marker variable which is totally different than the main subject, (c) Minimize the influence of the “social desirability bias” by excluding the signatures and names from the scales, (d) Distribute the items of the scale randomly for avoiding order effect and mind maps, (e) Include reverse scored negative items in scales (f) Offer respondents a choice of more than five, to seven or even nine pre-coded responses, varying between agree and disagree, (g) Include more enterprises in different sectors.

7. LIMITATIONS

Survey findings are valid within the following constraints: (a) Research was done in Turkish finance sector's employees with manager and lower ranking titles. However, results may vary at other sectors and titles, (b) Data collected from only eight different cities on account of having limited resources (c) To some extent,

this study was affected by “social desirability bias,” (d) Participants were skeptical about the survey since it is related to the conflicts with their managers and behaviors in the workplace. Despite all the measures taken, there is a risk with those who thought that the results can be shared with their managers, were not able to answer the questionnaire correctly.

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