

T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL
MANAGEMENT HEAD OF THE DEPARTMENT

**EFFECT OF CONFLICT MANAGEMENT STYLE ON JOB SATISFACTION
WITH MODERATING EFFECT OF SELF-MONITORING**



MASTER'S THESIS
TANISHQAA SINGH

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ABSTRACT

EFFECT OF CONFLICT MANAGEMENT STYLE ON JOB SATISFACTION WITH MODERATING EFFECT OF SELF-MONITORING

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In this research, there are some fundamental concepts of conflict along with an exploration of the four distinct conflict categories prevalent within organizational contexts. Empirical research underscores the categorization of employees into six distinct modes of response when confronted with workplace conflict. While managers have at their disposal an array of styles for conflict resolution, it is imperative to recognize the absence of a universal panacea. The present study delves into the intricate interplay among Conflict Management styles, job satisfaction, and self-monitoring within the specific context of Oman's hospitality sector. Employing Andrew Hayes' test modeling technique, an examination of survey responses from 400 personnel within the Sultanate of Oman's aviation industry was conducted. The outcomes unveiled that adopting an accommodating Conflict Management style exerts a favorable impact on job satisfaction. In contrast, a dominant management style, while less frequently employed, did not significantly influence job satisfaction. Interestingly, the analysis did not uncover a statistically significant relationship between self-monitoring management style and Conflict Management styles, in conjunction with job satisfaction. The study's findings unveil that within the hospitality sector, personnel employed a range of Conflict Management styles, specifically Compromise, Dominating, Avoiding, Accommodating, and Integrating. Remarkably, these styles were consistently practiced to a considerable extent. This suggests that these

individuals demonstrated a propensity to employ various conflicting management styles, even those that appear contradictory, in different situations and contexts.

Keywords: Conflict Management Style, Job Satisfaction, Self-Monitoring.



ÖZ

Çatışma Yönetim Tarzının Kendini İzlemenin Düzenleyici Etkisiyle İş Tatmini Üzerindeki Etkisi

TANISHQAA SINGH

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Bu araştırmada, örgütsel bağlamlarda yaygın olan dört farklı çatışma kategorisinin araştırılmasının yanı sıra bazı temel çatışma kavramları da bulunmaktadır. Ampirik araştırma, çalışanların işyerinde çatışmayla karşılaştıklarında altı farklı tepki moduna göre kategorize edildiğinin altını çiziyor. Yöneticilerin elinde çatışma çözümü için bir dizi stil bulunurken, evrensel her derde deva ilacın yokluğunun kabul edilmesi zorunludur. Bu çalışma, Umman'ın konaklama sektörü özel bağlamında Çatışma Yönetimi stilleri, iş tatmini ve kendi kendini izleme arasındaki karmaşık etkileşimi incelemektedir. Andrew Hayes'in test modelleme tekniği kullanılarak Umman Sultanlığı havacılık endüstrisindeki 400 personelin anket yanıtlarının incelenmesi gerçekleştirildi. Sonuçlar, uzlaşmacı bir Çatışma Yönetimi stilini benimsemenin iş tatmini üzerinde olumlu bir etki yarattığını ortaya çıkardı. Bunun aksine, baskın bir yönetim tarzı, daha az sıklıkla kullanılmasına rağmen, iş tatminini önemli ölçüde etkilemedi. İlginç bir şekilde, analiz, iş tatmini ile birlikte, kendini denetleyen yönetim tarzı ile Çatışma Yönetimi stilleri arasında istatistiksel olarak anlamlı bir ilişki ortaya çıkarmadı. Araştırmanın bulguları, konaklama sektöründe personelin, özellikle Uzlaşma, Baskınlaştırma, Kaçınma, Uzlaşma ve Bütünleştirme olmak üzere çeşitli Çatışma Yönetimi stillerini kullandığını ortaya koyuyor. Dikkat çekici bir şekilde, bu tarzlar önemli ölçüde tutarlı bir şekilde uygulandı. Bu, bu bireylerin farklı durum ve bağlamlarda, çelişkili görünenler bile, çeşitli çatışan yönetim tarzlarını kullanma eğilimi sergilediklerini göstermektedir.

Anahtar Kelimeler: Çatışma Yönetim Tarzı, İş Tatmini, Kendini İzleme

Without a second thought, this thesis is dedicated to my uncle H.H. Jam Saheb Shri Shatrusalyasinhji Jadeja. If it was not for him, I would have never been able to pursue my MBA in Turkey, in one of the most prestigious universities. I will forever be in his debt for motivating me to pursue my education and for having unwavering faith in me. The city of Istanbul gave me a second chance in life, tons of opportunities and countless smiles and laughter.



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LIST OF ABBREVIATIONS

CMS: Conflict Management Styles

CM: Conflict Management

JS: Job Satisfaction

SM: Self-Monitoring

CFA: Confirmatory Factor Analysis

EFA: Exploratory Factor Analysis

SEM: Structural Equation Model

SPSS: Statistical Package for Social Sciences

AMOS: Analysis of Moment Structures

ANOVA: Analysis of Variance

MSA: Multiple Source Assessment

OCB: Organizational Citizenship Behavior

1. INTRODUCTION

Throughout human history, conflicts have arisen because of antagonism amongst individuals, groups, or organizations that are all attempting to thrive, in most instances at the cost of others, overcoming the barriers coming their way. Conflict as a barrier is an inescapable part of social life, and it permeates all aspects of organizational function (Watt, 2023) because various companies experience different problems, scholars and researchers have endeavored to understand how Conflict Management works in organizations. According to (Latifah, 2023), conflicts arise from a variety of sources and can have consequences, in favor or against. It has been emphasized that the type of conflicts that an organization faces can determine whether the organization will succeed, and that conflict should be avoided at all costs (Rahim M. A., 2023).

Conflict Management (CM) is independent on the types of styles that are appropriate for the company and provide a long-term benefit to the firm. Also considered a broad topic, CM encompasses a variety of approaches to resolving disputes in the workplace, as well as CM styles and processes (Rahim, M. & Civelek, I. & Liang, F., 2018). Conflict is becoming a very prevalent component in businesses, and it often leads to a decline in job satisfaction as a result of the human interactions that take place in today's workplace. As defined by Corn (2013), conflict arises as a consequence of divergent interests, values, and ambitions among stakeholders, which results in their being at odds with one another. It is possible in certain companies that the desire to achieve the intended outcomes becomes the cause of conflict. Organizational conflict is a topic that many researchers have different perspectives on conflict management styles. According to (Kaimenyi, 2014), conflict occurs when one party feels the other has an unfavorable view of their interests. (Simpao, 2013) Pushed the idea that conflict is a fight for resources, power, status, beliefs, preferences, and aspirations, which is consistent with the work of (Simpao, 2013). There is no conclusive evidence that organizations or hostels are immune to conflict because of the many human interactions that take place inside them.

Conflicts arise when perceptive or real disparities occur in power dynamics inside an organization. These inequities cause resistance, and feelings of unfairness, and obstruct collaborate and resolving conflicts (Soriano-Vázquez, 2023). While job satisfaction is a great predictor of conflict management (Umar, 2024). Job satisfaction and conflict management were acknowledged as vigorous predictors of care and good service quality (Soriano-Vázquez, 2023). Understanding conflicts and job satisfaction is imperative to assess the prevailing phenomenon.

Another variable is Job Satisfaction (JS) which refers to the overall feeling or contentment with their job and is a measure of an employee's commitment and involvement towards the nature of the work (Hulin, 2003). An employee's satisfaction with their job eventually reflects in the overall progress of the organization as it contributes to a higher level of work engagement. The satisfaction of an employee towards his or her job also keeps the employee engagement levels high and keeps the employee interested at the workplace. For this reason, it is necessary to identify the factors that promote higher levels of JS of an employee.

The third variable is Self-Monitoring (SM). Necessary to note is that an employee's capability to react to others' behaviors and actions can have a considerable impact in a conflict-like situation. An employee with fragile or reactive self-control will react differently as opposed to an employee with more composed self-control. For organizations, it is imperative to employ individuals who are high self-monitors to have increased productivity and can focus on greater detail. Therefore, these variables have been selected for this research and the scope is defined as the moderating effect of self-monitoring about job satisfaction and conflict management.

1.1 Purpose of the Study

About the above discussion, it can be concluded that the purpose of this study is to interrogate the impact of Conflict Management Styles on job satisfaction levels with a moderating role of self-monitoring.

1.2 Research Questions

Based on the contextual background above, the writer has mentioned a few research questions for this study.

1. What is the impact of conflict management style on job satisfaction?
2. How self-monitoring is moderating the relationship between CMS and JS?

1.3 Statement of the Problem

The topic of the research addresses a pressing issue in the context of self-monitoring and employee surroundings. Businesses must detect the varying approaches of conflict management styles and their outcomes on self-monitoring behavior, as this can have a substantial impact on job satisfaction levels. The thought-provoking paradox that has led to this study is the contrasting effects the conflict management styles have on job satisfaction levels. For instance, as stated by (Ahmed, 2015) few conflict management styles could lead to lower JS levels while according to (Choi, Y., 2013) anticipates that some conflict management styles could foster a healthy work environment.

Researching the relationship between these variables and how they impact each other would help organizations understand and improve job satisfaction levels among their employees and develop effective conflict management strategies.

1.4 Significance of the Study

In this fast-paced competitive world, with numerous industries, organizations, and startups sprouting up, pressurizing workload; clash of ideas, misunderstandings, low motivation, and lack of commitment are very possible.

The findings from this research will help organizations to understand their employees better. Managers, HR officials, and other business heads could use this information to identify which employee is a high self-monitor and could contribute more to the business while low self-monitors would need motivation and training about their commitment to employment. Similarly, how satisfied, and dissatisfied employees are with their job, and what could contribute to employee performance, productivity, retention, and loyalty. Academicians and scholars could use this information to further investigate the

relationship between JS and individual styles of CM and bring out new theories that would give rise to new perspectives. Also, how differing SM levels affect conflict resolution strategies.



2. CONFLICT MANAGEMENT STYLES

To highlight the concept of conflict management, the relevant literature review is explored. The review embarks on how organization theorists have underscored the inherent nature of conflict within organizations, emphasizing the need to manage it appropriately to mitigate negative consequences and enhance positive outcomes.

2.1 Definition of Conflict

If an individual is perceived to manage conflict appropriately and effectively within an organizational setting, that individual is also perceived to be more competent in general (Gross, 2000). The old, non-contextual view of conflict meant that researchers could take an optimistic view of the generalizability of research findings (Lewicki, 1992).

(Mills, 2020) state that conflict is “an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals” and conflict management styles refer to “patterned responses, or clusters of behavior, that people use in conflict” through diverse communication tactics (Mills, 2020) At the individual level, conflict begins “when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she cares about” (Kilmann, 2008).

2.2 Definition of Conflict Management

Conflict Management (CM) involves employing processes, tools, and skills to discover creative and respectful methods for managing disagreements and disputes. It encompasses the capacity to resolve conflicts collaboratively by leveraging effective communication skills, including active listening and assertive speaking (Igwe, 2023). The key factor that determines how constructive conflicts are lie in how individuals or groups tackle them; developing effective CM skills is crucial for individuals to function effectively at any organizational level (Ndulue, 2016). Numerous researchers have endorsed the use of different styles to manage conflict (Maniendaran, 2023).

If a relationship is to benefit from conflict, it must reduce the negative effects of conflict and increase the positive outcomes." Conflict can therefore be good or necessary and should be managed appropriately and promptly.

Good communication and collaboration can lead to a deeper understanding of problems. In the results, all parties want to achieve significant results.

Conflict management, whether conducted by the conflicting parties themselves or with the involvement of an external mediator, aims to impact the overall dynamics of a conflict situation. Its objective is to contain destructive elements within the conflict process, such as hostility and violence, and assist parties with incompatible goals in finding a resolution. Successful conflict management achieves two main goals: (1) minimizing disruptions caused by the conflict's presence, and (2) offering the parties a solution that is acceptable to all (Putnam, 2006).

Conflict Management in an organization encompasses the utilization of processes, tools, and skills aimed at finding creative and respectful approaches to handle disagreements and disputes. It involves the capacity to resolve conflicts collaboratively by employing effective communication skills, such as active listening and assertive speaking (Setyawan, 2021).

2.3 Functional and Dysfunctional Conflict

Functional conflict refers to constructive disagreement between groups or individuals, which may lead to convinced outcomes such as increased creativity and better decision-making (John-Eke, 2020). Whereas, dysfunctional conflict is characterized by unhealthy disagreement that occurs between groups or individuals, often resulting in negative consequences such as decreased morale and productivity (George, 2016).

Functional conflict is indeed characterized by healthy disagreement between two or more parties, leading to constructive outcomes. In contrast, dysfunctional conflict represents an unhealthy disagreement that often results in negative consequences. Functional conflict typically leads to win-win scenarios where parties involved benefit from the resolution, whereas dysfunctional conflict tends to result in win-lose or no-win situations, where one or more parties experience losses or dissatisfaction. Mediation plays a crucial role in transforming dysfunctional conflicts into functional ones by facilitating communication, fostering understanding, and promoting collaboration among the parties involved. Through mediation, conflicts can be addressed constructively, leading to resolutions that benefit all stakeholders and contribute to organizational effectiveness.

It has been stated by (Shetach, 2012) that conflicts, goals, emotions, preferences, feelings, and values exist in every sphere of life. It has been contended by (Riaz, 2011) that conflicts may have both positive and negative effects. Work conflict challenges individuals to become creative problem solvers, encourages quality work, and enables organizations to benefit from multiple perspectives and skills. Conflict can also hurt the psychological as well as emotional well-being of the employees resulting in decreased productivity.

How conflicts are managed significantly influences their outcomes. Effective conflict management can transform conflicts into functional ones, enhancing creativity, clarifying perspectives, and developing human capabilities to handle interpersonal differences. Organizational conflicts, while often viewed negatively, can also present opportunities for modification and settlement between parties, benefiting both employees and the organization (Osad, 2013). However, conflicts can also have negative effects, such as resistance to change, disruption, and distrust in interpersonal relations, low productivity, and organizational ineffectiveness (Hotepo, 2010). Therefore, understanding the dynamics of conflict and implementing effective conflict management strategies are essential for fostering positive outcomes and minimizing negative consequences in organizations.

2.4 Conflict Management Styles and Theories

(Afzal ur Rahim, 2002) Categorizes Conflict Management styles into 5 phases.

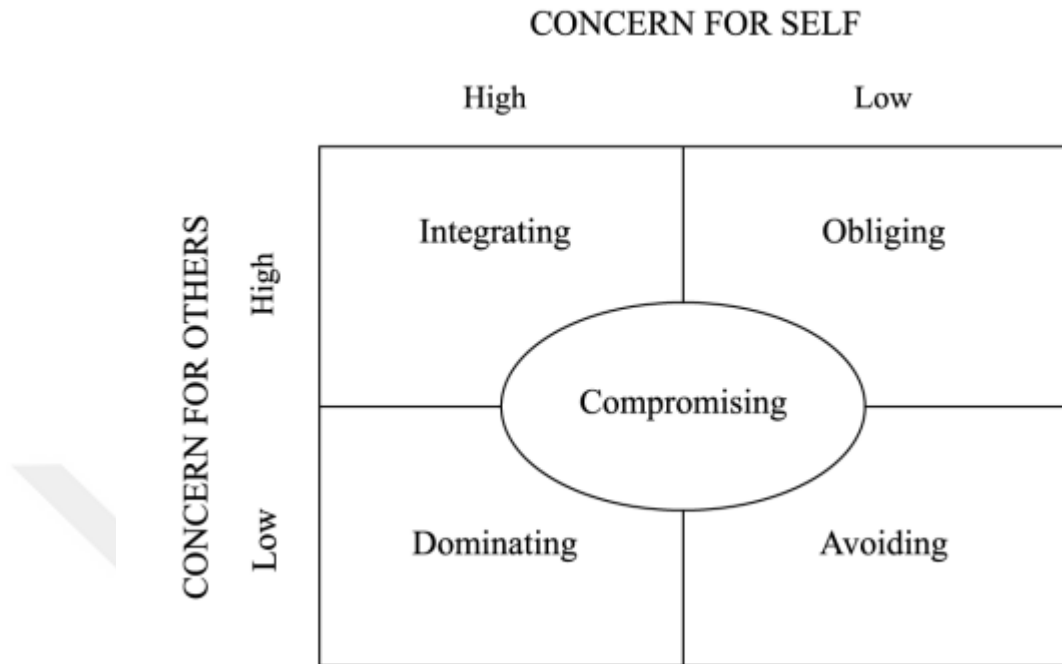


Figure 1 Conflict Management Styles

2.4.1 Integrating style/Collaborating Style

The CM style characterized by openness, collaborative problem-solving; and joint efforts to share information and perspectives is referred to as the problem-solving style (Afzal ur Rahim, 2002). In situations where an individual encounters a complex problem, collaboration with other parties becomes essential to develop effective solutions and alternatives. The integrating style, characterized by problem-solving, is associated with positive outcomes for all parties involved in conflicts. This approach is particularly suitable when confronted with intricate topics and proves most beneficial in addressing strategic matters of objectives, policies, and long-term planning (Cai, 2002).

The integrating CM style is consistently found to be a winning solution, where each party gets a satisfactory outcome. Numerous studies, including those by (Afzal ur Rahim, 2002), have indicated that integrating is the most preferred style for managing conflicts.

For instance, findings by (Samantara, 2016) exposed a significant association between integrating (problem-solving) and organizational effectiveness. Similarly, (Weider-Hatfield, 1995) discovered a strong link between the integrating strategy and JS. The integrating style displays a high concern for self as well as others. This approach actively addresses the concerns of all parties by fostering open communication.

The integrating CM style comprises two crucial elements: disagreement and problem-solving (Prein, 1984). In the disagreement phase, parties engage in open communication, unravel the root causes of the conflict, converse misunderstandings, and elucidate the respective positions. Subsequently, problem-solving entails utilizing a diverse skill set, profound knowledge, and assets to explore a range of alternatives for a crisis, enabling the parties to reach a mutually acceptable solution. The efficiency attributed to this style is contingent on the accessibility of ample time. It excels in highly intricate situations where complex problems need resolution, as diverse ideas must be synthesized for optimal problem-solving (Rahim, M.A., 1983)

However, the integrating style may be unproductive in situations where the task at hand is straightforward, immediate action is required, or the involved parties lack the necessary qualifications, experience, or expertise. Additionally, when the parties in conflict are indifferent to the outcomes, the integrating style may not be the most suitable approach (Rahim, M.A., 1983).

2.4.2 Obliging Style/Accommodating Style

The obliging CM style involves a party sacrificing their privileges and requirements to please the involved parties. According to (Afzal ur Rahim, 2002), individuals who prefer the obliging style tend to downplay differences with others and emphasize commonalities, with the primary goal of maintaining amicable relations with conflicting parties. This style may prove advantageous on lacking substantial knowledge about the issue at hand, is willing to forgo their rights in anticipation of future gains, or perceives themselves to be in a vulnerable position and values the preservation of relationships with others.

Key features of the accommodating style include self-sacrifice, generosity, and charity. Those who oblige aim to reduce uneasy stance, antagonism, aggravation, and worry generated during the conflict. They expand gracious gestures to mitigate the adverse consequences of the aggressive actions by the other party. The accommodating CM style is considered appropriate when an individual is objectively right or when a particular issue holds more significance for them. It is also effective when the emphasis is on maintaining harmonious relationships. Those employing this style may willingly concede certain aspects with the hope of receiving better outcomes in the future (Albaker, 2011). However, the accommodating style is not useful in situations where the opponent engages in unfair and unethical dealings. It is also deemed inappropriate when an issue holds equal importance for both parties involved. One significant drawback with this style is the potential to agree on low level decisions (Albaker, 2011).

2.4.3 Competing/Dominating Style

The dominating CM style typically aims to advance their indigenous interests while minimizing benefits for others through the use of authority. This style is considered suitable when the issues at the heart of a conflict are crucial for the party using this approach (Afzal ur Rahim, 2002).

In the CM approach, culture plays a vital role in which people ought to avoid conflict to maintain peace and harmony where personal needs are in the way. The critical path is the same as win-lose scenarios which equate to competition and rivalry (Longe, 2015).

It has been stated by (Tetteh, 2016) that main structure is used, there becomes a possibility of arising a conflict. In such cases, employees pay attention to usage and often use in it emergencies or when there is an urgent need to solve problems in the organization (Mwangi, 2013).

According to (Longe, 2015) this style is not used frequently in organizations, and when utilized, can cause ill-effects on the employees such as anxiety and animosity amongst each other and (Tahir, 2016). The style was seen to be frequently employed when conflict is viewed as a case of urgency (Tetteh, 2016).

Hence, the dominating style may prove to be efficient and advantageous in the long-term based on some researchers, but not acceptable and should not be used regularly as it thwarts good relationships among people (Shaheryar, 2016).

2.4.4 Avoiding Style

Individuals with minimal concern for both them and others tend to embrace the avoiding style in conflict resolution (Afzal ur Rahim, 2002). Avoiders consciously overlook the problem, making no effort to comprehend or address conflicts. The problem will not evade by merely avoid to discuss it. (Snyder, 1994) observed that individuals employing the avoiding style go to great lengths to escape conflicts. However, avoiding a problem does not negate its existence, nor does it mean that time will naturally heal it. Blocking conflict will outburst to make it serious which was ignored previously.

According to (Afzal ur Rahim, 2002), this style is apt when the negative consequences of addressing the conflict outweigh the benefits of resolution. It may also be employed when dealing with less significant matters or when an individual needs time to become comfortable with the situation. However, (Afzal ur Rahim, 2002) emphasizes that the avoiding style is inapt when the issues at hand are important to one of the parties, when someone is liable for decision-making, or when prompt action is required to address a situation.

Numerous studies recommend that personnel belonged to collectivist culture handle conflict adequately and are able to keep positive affiliations; moreover, they remain conflict free (Dorfman, 1997). This style remain stress free for self and keep the others free; its alternate approach is called suppression that is noticed from dodging and fudging, keep the others responsible and try to put them out of the situation. This style cannot resolve the issue and so, cannot deliver.

Individuals who adopt the avoiding style find it challenging to address conflicts directly and instead take a passive stance by neglecting the issue. They lack assertiveness and cooperativeness, failing to satisfy either their concerns or those of the other party. Avoiding individuals often deny the existence of a conflict when questioned publicly, opting to postpone resolution in the expectation of a more opportune time or avoiding

confrontational situations altogether. Individuals employing the avoiding style often adopt an uncaring approach toward contradictory issues. This approach may be chosen when the potential negative consequences of confronting the other party outweigh the benefits of addressing the conflict. It can also be deemed appropriate for handling minor or straightforward issues. However, the use of this style becomes inappropriate when an issue holds significance for an individual. It is also unproductive when the prompt act is necessary. In essence, avoiding conflict tends to be counterproductive, exacerbating the conflict rather than resolving it. Additionally, it contributes to unhelpful feelings and emotional states as irritation, and annoyance accumulates (Riaz, 2011).

2.4.5 Compromising Style

Individuals with moderate consideration for both them and others typically employ a compromising style in conflict resolution (Afzal ur Rahim, 2002). In this approach, conflicting parties aim to resolve their differences by finding a middle ground, resulting in a solution that is partially satisfactory for them both. The compromising style of CM is commonly identified by the division of resources fairly without exploring alternative solutions that might better address the interests of each party (Cai, 2002). The compromising CM style can be employed in situations where agreement cannot be reached, there is a need for a temporary solution to a complex problem, or other styles have proven ineffective in effectively addressing issues (Afzal ur Rahim, 2002). However, it is not suitable for handling complex issues or when an individual holds more power or believes they have the correct position on the matter.

This style may be utilized when both parties have equal power, and reaching a consensus seems challenging. It is often employed to address complicated problems temporarily, preventing the prolongation of an issue. However, it may be considered inappropriate when collaboration is necessary or when dealing with conflicts based on values. Unfortunately, the compromising style is frequently used in handling complex issues, leading to the development of ineffective policies and procedures for solving long-term problems (Riaz, 2011) One conception posits that conflict points to a vibrant activity that occurs among people that depend on each other or group as they confront negative emotion based reactions results in perceptive differences and meddle in attaining goals

(Barki, 2004). Another viewpoint encourages a shift in thinking about disagreements, suggesting to change the manner of thinking about differences as you think through conflict. Always keep yourself ready to think in a constructive, direct, and collaborate manner with your fellows (Cloke, 2011) The current healthcare system requires strong management to foster commitment among individuals, transforming them into an empowered workforce (Percy, 2013) Developing an environment and management awareness at both individual and team levels is essential. A leader thrives in a vibrant environment, providing healthcare organizations with an alternative management approach to sustain organizational development (Smith, 2015). A healthy work environment is imperative to elevate healthcare standards within work groups in healthcare organizations (Cloke, 2011).

2.4.6 Co-operative Vs Competitive Theory

The goals of collaboration are agreed to facilitate good decision-making, encourage teamwork, encourage creative learning, and encourage motivation. In this context, people work collectively to ensure the best possible result for both parties. The competitive goal of democracy is characterized by conflicting parties trying to exploit their own interests while ignoring other parties. This approach often leads to self-doubt, hypocrisy, and personal problems. Manifestations of competing independence goals; It can include threats, lies, insinuations, and rigid adherence to the status quo (Cloke, 2011).

2.4.6 Dual Concerning Theory

The current research is grounded in the dual concerning theory, emphasizing individuals' conscious strategy choices rather than generalized predispositions. Contrary to the notion that self-concern is directly opposite to others' concerns, this theory recognizes that they are distinct dimensions.

2.5 Antecedents and Consequences of Conflict Management Styles

The antecedents preceding conflict management are categorized into four dimensions: individual differences, interpersonal issues, organizational factors, and extra-organizational issues. Within each dimension, numerous sub-factors interact, ultimately culminating in significant clashes within the workplace (Jha, 2015).

(Afzal ur Rahim, 2002) stated to develop a two-dimensional model of CM, self-focus, and other-focus. All sizes can be considered high and low. The first of these, the large one, describes what the person wants, and the other, the small one expresses concern for the will of others. Rahim's model includes five strategies for managing conflict. It is worth noting that Rahim's model differs from Thomos's model by defining this competition as management, cooperation in the organization and service-based responsibility.

The antecedents of conflict point to the existence of factors or situations that lead to the rise of conflicts. These encompass a score of elements including individual differences that include changes in personality, standards, principles, attitudes, or styles of communication among individuals create tension, and breed conflicts. In another scenario, Interpersonal Issues include conflicts that can arise from interpersonal dynamics such as competition for resources, power struggles, or misunderstandings between individuals or groups. Organizational Factors: Organizational structures, policies, procedures, and cultural norms can either facilitate or inhibit conflicts. For example, unclear roles and responsibilities, poor leadership, or inadequate conflict resolution mechanisms can contribute to conflicts. Extra-organizational Issues: External factors outside the organization, such as market competition, economic conditions, or societal changes, can also influence conflicts within the workplace (Jha, 2015).

The antecedent of conflict management encompasses techniques, strategies or approaches employed to prevent, control, or resolve conflicts (Arop, 2018). The authors emphasize that they serve to minimize and control the negative repercussions arising from conflicts. (Anashie, 2014) Identify several, including dominance, compromise, synergy, culture of civility, win-lose strategy, lose-lose strategy, and win-win strategy. Moreover, it can be seen that individuals who frequently employ the avoiding conflict strategy often have low self-esteem or hold a position of low power. Principals resort to this strategy in schools when the cause of the conflict is deemed insignificant or when they lack sufficient information to address the conflict. (Crossfield, 2018) Suggested that teachers may find this strategy unappealing, perceiving the administrator as insensitive.

As conflicts unfold, they can lead to various consequences, which can be both positive and negative:

In decreased productivity, conflicts can disrupt workflow and decrease efficiency as employees become more engaged in conflict rather than focusing on their tasks. Considering poor morale, continuous conflicts can steer towards a negative work environment, affecting employee morale and JS.

In the phase of increased turnover, persistent conflicts may lead to employee dissatisfaction and turnover as individuals seek to avoid the stressful environment. It can also damage relationships, conflicts can strain relationships among coworkers or between employees and management, leading to distrust and animosity. In the wasted resources, resolving conflicts often requires time, effort, and resources, diverting attention from other important tasks. Through the Innovation and creativity, constructive conflicts can stimulate creativity and innovation as different perspectives are brought to the table.

Dealing with conflicts can improve employees' problem-solving skills and ability to negotiate and compromise. Successfully resolving conflicts can foster stronger relationships and trust among team members. Improved decision-making through constructive conflicts can lead to better decision-making processes as diverse viewpoints are considered. Managing conflicts effectively can help organizations become more adaptable and resilient to change.

Inference can be made that the antecedents and consequences of conflict are essential for organizations to effectively manage and mitigate conflicts, capitalize on their potential benefits, and minimize their negative impacts (Jha, 2015).

3. JOB SATISFACTION

Job satisfaction (JS) can be described as a subjective feeling, encompassing both favorable and unfavorable sentiments through which employees perceive their work. JS involves a worker's emotional response to diverse job-related factors, leading to feelings of pleasure, comfort, confidence, rewards, personal growth, and positive outcomes such as upward mobility, recognition, and merit-based appraisal with monetary compensation.

3.1 Definition of Job Satisfaction

In simple words, JS can be defined as how content one is with his/her work environment. It is the emotion wherein an employee can feel appreciated, revered, and acknowledged. (Hoppock, 1935) in his book defined JS as a mixture of psychological, physical and environmental circumstances that would make an employee truthfully confess that I am satisfied with my job.

The importance of JS is realized when the employees feel satisfied; in that case, an organization may function smoothly augment its production, undertake competition. Employees as get positive attitude and show job satisfaction. Hence employees' job satisfaction is vital for an organization to embark on sound decision making. This is a good response to one's own work and a good attitude towards one's own work (Lee, 1997)

3.2 Importance of Job Satisfaction in Organizations

In an organization, the importance of how satisfied employees are with their job contributes to the progress or regress of the organization. How motivated the employees are and loyal towards their job would lead to an increased work productivity, which would contribute to a positive organizational image or reputation and hence, contribute to higher sales and revenue. On the other hand, employees who are unsatisfied with their job and demotivated may not contribute efficiently, have a nonchalant approach to their work and may not last long with the organization. This would lead to higher resignations, and a conspicuous reputation for the organization. Not only this, but lower productivity would result in lower sales and revenue.

In their article, (Altanchimeg Zanaabazar, 2018, pp. 54-55) state that the more employees are satisfied with their job, the more they are loyal to the organization and this

loyalty allows the organization to improve its' financial and non-financial performances. Increased employee loyalty would contribute to higher JS which eventually would contribute to the higher sales and profit.

3.3 Effects of Tangibles and Intangibles on Job Satisfaction

There are two main elements of an employees satisfaction towards job, namely, job security and pride in his/her employer. Employees would feel valued and appreciated if they rightly compensated for their work. This would foster a friendly and a professional atmosphere to work in. Tangible incentives fulfil the needs and desires and are often promoting higher levels of JS. Tangible rewards could be pay increment, annual bonus, other, employee awards and gifts etc. (Pouliakas, 2008). One of the earliest research suggest that tangible rewards have a profound effect on JS. If the employees are often rewarded with tangibles, then a growth can be seen in the work environment. (Lawler, 1971).

Intangible features are just as vital as physical ones, and they do assist favorably to achieving great performance from workers. Because they do not exist in the physical world but may still be experienced, we refer to these things as intangible. From the perspective of employees, promotions are an essential component of any kind of organization, but notably of hierarchical organizations. Promotions are the important intangible components that assist employees raise their long-term remuneration, and they are also a significant source of employee motivation because of this (Hammond, 2021)

As a result of the fact that many professions in conventional settings, such as manufacturing, do not use a reliable pay for performance system, the only choice that is available to workers who want to see an increase in their compensation is promotion. The provision of a stable or permanent employment opportunity to one's workforce is what is meant by the term "job security" (Hammond, 2021).

Maslow's hierarchy of needs theory anticipates that, workers' social needs may be interpreted as their need for interpersonal work relationships. According to one school of thought, every individual has a unique set of requirements, and after their physiological and safety requirements have been met, individuals shift their focus to satisfying their

social requirements. The workplace plays a significant part because it has the potential to assist workers in satisfying their social requirements by offering a team atmosphere as well as the opportunity for employees to discover, create, and enjoy sociability while they are at work. When it comes to intangible factors that are related with employee performance, career promotion is believed to be the last but certainly not the least of these factors. Employees should be provided with ongoing guidance in determining their professional goals, and they should be given the tools necessary to attain those goals as part of the process of career management (De Beer, 2016). The term "career advancement," which is a subset of "career management," often refers to the process of assisting workers in making progress in their careers (Abeydeera, 2017). A stronger sense of pleasure and drive towards their job, would lead employees towards improved levels of performance, wherein their enhanced abilities, understanding and experiences push them higher on their careers growth chart. (AbuKhalifeh, 2013).

3.3 Theories of Job Satisfaction

Several theories have been proposed to elucidate the factors influencing individuals' satisfaction or dissatisfaction with their jobs. Job satisfaction has been examined both as an outcome of certain factors and as a precursor to various consequences (Staples, 1998). In this study, it has been explored that job satisfaction both as a result and as a determinant of certain outcomes. The framework developed is grounded in content and performance-based theories.

3.3.1 Two-Factor Theory (Herzberg's Motivation-Hygiene Theory)

According to this theory, job satisfaction and dissatisfaction are affected by two separate sets of factors namely, hygiene factors and motivational factors. Hygiene factors include aspects such as remuneration, working conditions, company policies, and job security. When these factors are inadequate, they can lead to dissatisfaction, but their presence doesn't necessarily lead to satisfaction. Motivational factors pertain to aspects such as recognition, responsibility, achievement, and opportunities for growth and advancement. Their presence can lead to satisfaction and motivation, but their absence doesn't necessarily lead to dissatisfaction.

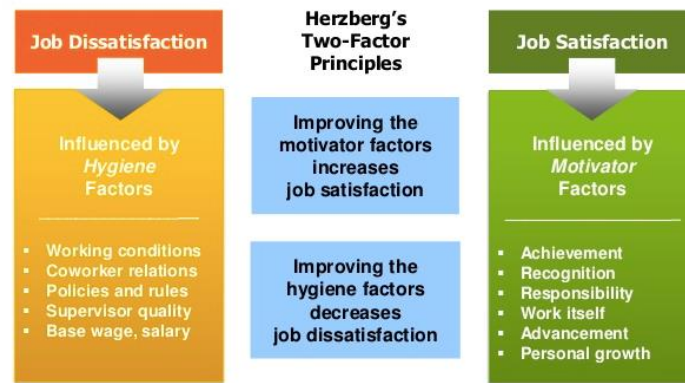


Figure 2: Herzberg's Job Satisfaction Factors, 1976

3.3.2 Discrepancy Theory

The Discrepancy Theory, also known as the Dissonance Theory, is a psychological theory proposed by Leon Festinger in 1957. It suggests that humans have an inherent need for consistency and will often engage in cognitive dissonance reduction to achieve this consistency. The issue, problem, or controversy that the researcher wanted to address revolves around understanding the human behavior and cognitive processes that lead to this dissonance and the strategies used to resolve it. The controversy leading to a need for this study is the complex nature of human cognition and behavior, which is influenced by various factors such as personal beliefs, societal norms, and individual personality traits.

The concern being addressed behind this study is the need to understand how individuals perceive and manage cognitive dissonance. This understanding can have significant implications in various fields such as psychology, marketing, and social science, as it can help in developing strategies to manage dissonance, enhance decision-making processes, and improve interpersonal relationships.

In other words, it can be said that satisfaction is the difference between what a person receives and what he or she thinks of receiving. This theory does not indicate if the satisfaction is excessive and if so, how dissatisfaction arises when the benefits received are less than one thinks one should receive (Côté, 2022).

3.3.3 Expectancy Theory

In 1964, Victor H Vroom, asserted that individuals will be more inclined to undertake tasks to achieve their goals if they would see the value of the goal and its potential. This theory can be specified with three variables: valance, instrumentality, and expectation. (Chiang, 2008). Valance can be understood as how an individual or an employee would perceive rewards. Instrumentality refers to the perceived prospects that a high-impact performance could result in the expected outcomes.

Expectation, in this theory refers to the perceived likelihood that efforts would contribute to expected outcomes. The expectancy theory emphasizes the connection between effort, rewards, and goals. People are motivated to work and contribute when they believe their efforts will be recognized and rewarded, leading to JS. (Nguyen, 2023)

The formula for expectancy theory is:

Motivational force (MF) = Expectancy * Instrumentality * Valence

3.4 Antecedents and Consequences Of Job Satisfaction

Indeed, four fundamental factors significantly influence the level of job satisfaction experienced by an individual: personality, values, work situation, and social influence (Düzgün).. Essentially, how a person feels, thinks, and behaves in life serves as the primary determinant in shaping their thoughts and feelings about a job.

An individual's personality is a significant factor in shaping their thoughts and feelings about a job, influencing their level of job satisfaction either positively or negatively. For instance, individuals who score high on the extraversion dimension of the Big Five personality trait and others are agreeableness, openness, conscientiousness and neuroticism (Oshio, 2018) Which is characterized by traits such as positive emotions, sociability, and warmth, are likely to experience higher levels of job satisfaction compared to those who score lower on this trait (George, 2016). Psychologists and organizational behaviorists have observed that a person's disposition can profoundly impact their job attitudes, which, in turn, affect their level of job satisfaction either positively or negatively.

Job satisfaction is affected by personal values. Satisfaction will come when working according to employee values, expectations and standards. Conversely, dissatisfaction occurs when employees believe that their work does not meet these standards (Gordon, 2011).

Research suggests that JS is positively correlated with the performance of the employee. Those employees who are satisfied tend to be more engaged, productive, and committed to their work tasks (Andreas, 2022).

Values are defined as “beliefs about the results that work should produce and how one should behave” (George, 2016).

Research has consistently proven a positive association between values and JS. (Atta-Panin, J. , 2008). An employee whose intrinsic work values prioritize job satisfaction over remuneration is more likely to experience satisfaction, regardless of salary level (George, 2016). Conversely, an individual with strong extrinsic work values, which prioritize job outcomes such as high pay, may find satisfaction in a well-paying but monotonous job, whereas someone with weak extrinsic values may not (George, 2016).

Undoubtedly, one of the most crucial determinants of job satisfaction lies within the work situation itself. The level of interest, challenge, or boredom associated with the tasks performed by an individual is influenced by various factors. These include the physical work environment, the quality of interactions with coworkers and customers, as well as the organization's treatment of its employees, encompassing aspects such as fair pay and benefits, job security, and equitable policies (George, 2016).

Employee retention is also affected by the level of JS. Employees who are satisfied would more likely continue working in the same organization, reducing turnover rates and associated costs (Hassan, 2022).

An employees' overall well-being and mental health. Satisfied employees may experience lower levels of stress, anxiety, and burnout (Hulin, 2003).

Social influence serves as a key determinant of job satisfaction, representing the impact that individuals or groups exert on an individual's attitudes and behavior (George, 2016). Employee coworkers, the groups an individual is affiliated with, and the cultural

background in which they were raised all possess the potential to significantly influence job satisfaction and shape attitudes (George, 2016).

As emphasized by (George, 2016) the family environment in which a child grows up can have lasting effects on their job satisfaction as an adult. For instance, an individual raised in modest circumstances may aspire to earn a higher salary but may not necessarily experience job dissatisfaction due to lower-than-desired pay. Furthermore, employees who belong to specific groups that necessitate weekend or evening meetings or practices are likely to express dissatisfaction with jobs that require similar commitments during these times (George, 2016).

Organizations with high levels of employee satisfaction often enjoy a positive reputation as desirable places to work. This can enhance their ability to attract top talent and maintain strong relationships with customers and stakeholders (Soeling, 2022)

The possible consequences of JS are organizational commitment, turnover, organizational citizenship behavior (OCB), and employee welfare are discussed here. The outcomes of job satisfaction can significantly impact an individual's commitment to their organization. Increased job satisfaction typically results in greater organizational commitment. Conversely, job dissatisfaction can lead to various problems within the workplace, including absenteeism, tardiness, turnover, and even strikes (Aremu, 2015). Research findings based on meta-analysis, which examined 178 independent samples from 155 studies, indicated that job satisfaction and organizational commitment are independently associated with turnover intention and withdrawal cognitions. Moreover, turnover intention and cognitions were found to be highly correlated with job satisfaction (Randolph, 2005).

(Udechukwu, 2007) in their study concluded that both intrinsic and extrinsic satisfaction are significant factors influencing employees' turnover intentions, particularly in the case of correctional officers. Likewise, other existing literature have suggested that while extrinsic factors of JS remain focal predictors of turnover, intrinsic satisfaction plays an even more significant role and has a greater impact on employees' turnover behavior (Udechukwu, 2007).

4. SELF-MONITORING

Self-monitoring is proposed as a concept within expressive control, particularly as a framework that proves valuable in comprehending and gauging the degree to which individuals strategically cultivate public appearances (Snyder, 1994).

4.1 Definition of Self-Monitoring

Self-monitoring (SM) serves as a gauge of an individual's capacity to regulate and control their appearance and behavior in social interactions. It is a personality trait that refers to the extent to which individuals are willing and able to engage in the expressive control of their self-presentation in public (Wilmot, 2020)

As per (Caligiuri, 2000) people adjust their behavior to project a particular self in response to situational cues, signifying variations in self-presentation across social contexts. Some individuals are driven to portray a fitting image in diverse social settings, while others prioritize authenticity. Typically, these individuals tend to achieve more favorable outcomes in the workplace by adapting their behavior to varying situations, thereby increasing the possibility of conflict resolution through integrating and compromising styles (Soelton, 2020). These findings extend beyond organizational contexts, as high self-monitoring is associated with enhanced interpersonal effectiveness. Conversely, those with low self-monitoring aim to maintain authenticity across diverse social settings (Gangestad, 2000). They rely on introspection, concentrating on their thoughts, beliefs, and feelings. Consequently, their behavior remains consistent or at least similar across different social situations, driven by enduring dispositions that persist from one situation to another (Snyder, 1994; Gangestad, 2000).

4.2 Importance of Self-Monitoring

The concept of SM is integral in examining social interaction, encompassing both an awareness of situational indications and the capability to adjust the demands of a given situation (Bell, 2000) Certain personnel are driven to project a suitable self in various societal settings, whereas others feel compelled to remain authentic (Gainey, 2012). High self-monitors demonstrate adaptability in their behavior, adjusting to the social environment's context by aligning their presentation and affect with cues in the setting.

Low self-monitors appear to be less willing and able to engage in such appearances. Low monitors are faithful to their internal dispositions and attitudes, displaying behavioral consistency across situations (Charlier, 2020).

Speaking of SM in organizations, employees who are high self-monitors can achieve higher leadership roles and can positively overcome challenges at work. They can also manage multiple roles and identify issues that require immediate attention, as well as motivate their fellow colleagues or subordinates. Low self-monitors in an organizational setup, due to their lack of situational awareness or due to their complacent nature may not be very efficient or would not be pro-active towards tasks or goals. This can be supported by (Ickes, 2006) High self-monitors are driven by the by the idea of how they are looked upon and accepted by others, leave a positive impression on others with their successful self-presentation, and are also willing to provide emotional help to workmates in their workplace. (Toegel, 2007)

4.3 Theory of Self-Monitoring

Self-monitoring theory, as outlined by Snyder in 1974, categorizes people as either internal or external motivation. Those internally motivated reflect as little self-monitors, while externally motivated individuals are identified as having high self-monitors. Those having higher self-monitoring tendencies are often described as the world's chameleons as they demonstrate a willingness to adjust their behavior based on the specific environment, in which they find themselves in (Snyder, 1994). They engage in appropriate behaviors by relying on mentally tailored images as guides (Gupta, 2018). This adaptability is not limited to organizational settings, as high self-monitoring is associated with better interpersonal effectiveness. Conversely, those with low self-monitoring tendencies strive to remain true to themselves in various social situations (Gangestad, 2000)

To remain true to themselves, individuals with low self-monitoring tendencies turn to introspection, directing their attention to their thoughts, beliefs, and feelings. They rely on internal attitudes, values, and beliefs as guides to their behavior, ensuring consistency across various social situations, or at least similarity, as their actions are motivated by dispositions that remain constant across different scenarios (Gangestad, 2000).

4.4 Antecedents and Consequences of Self-Monitoring

Self-monitoring significantly predicts management styles and their dimensions as individuals adopt which become indicative of their personality traits. Therefore, the characteristics of a self-monitoring personality and the attributes of management styles can forecast the preferred style. In particular, people with high self-esteem who can cope with conflict situations and respond to the needs of others are expected to be more likely to use this approach, coordinate and influence problem-solving (Ojo, 2023). Whereas, low self-monitors display a more consistent and are not too adaptable toward others' needs, representing dominating or avoiding management styles (Ojo, 2023).

Research simultaneously examining these concepts alongside concurrent styles is limited, as far as our knowledge extends. An exception is the study conducted by (Kaushal, 2006) which aimed to investigate the impact of self-monitoring on conflict resolution styles. However, the authors did not find a significant relationship between these variables, suggesting the need for a measurement tool with more items than the 16-item scale developed by (Wilmot, 2020). Another contribution by (Mills, 2020) indicated that individuals with high self-monitoring tendencies tend to experience higher levels of conflict. Considering the significance of conflict resolution within organizations, identifying predictors of effective management is believed to be crucial for organizational success (Kilduff, 2017). As multi-rater or 360-degree feedback systems gained popularity in organizations, designed to enhance self-knowledge and improve managerial behavior, researchers have delved into the psychological concept of self-awareness from an applied ratings-based perspective. This perspective examines managerial self-awareness (MSA), defined as the ability to reflect on and accurately assess one's behaviors and skills in workplace interactions (Ndulue, 2016). The higher an individual's level of MSA, the greater the expected congruence between their self-assessments and those provided by direct reports or peers. MSA is conceptualized as both a personality trait and a skill, likely interacting with the self-perception process before the assessment (Church, 1997).

Applying the concept of MSA to performance ratings research has yielded new insights into the common lack of agreement observed in ratings from multiple sources. While MSA is inherently interesting, its significance to researchers and practitioners is

constrained unless differences in self-awareness, as measured by congruence in ratings, can be connected to other crucial variables such as individual performance (Mwangi, 2013) Unfortunately, despite extensive applied research exploring managers' perceptions of their behaviors in comparison to those of their subordinates, peers, and supervisors, a definitive link to individual performance has not been established (Chaudhary, 2019).

There is a limited number of studies explicitly connecting the congruence between self and other ratings to managerial effectiveness or performance (Mwangi, 2013). Additionally, while the existing findings are valuable in establishing a correlation between performance and Multi-Source Assessment (MSA), their generalizability has been somewhat constrained by small sample sizes and the distinctive context of observed organizations, such as naval officers and hospital administrators (Zong, 2024) Nevertheless, practitioners in the field of organizational change and development have operated on the principle of enhancing self-awareness through data-based methods for years (Gangestad, 2000), there remains a need for more comprehensive research in this area.

Consequently, SM offers a social psychological construct based on expressive behavior and self-presentation, reflecting the degree to which a person is influenced by situational signals (Snyder, 1994). (Barrick, 2005) asserted that self-monitoring may lead individuals to opt for socially acceptable behavior while refraining from other behaviors. According to Barrick and colleagues, it represents person-based constraints such as internal factors that shape the behaviors an individual chooses. Scholarly and empirical research suggests that, in a work context, high self-monitors excel at progressing in their careers, possibly owing to their adept use of impression management strategies to influence performance ratings (Barrick, 2005)

(Day, 2002) proposed that SM is associated with leader emergence, supporting Robinson and O'Leary-Kelly's (1998) claim that high self-monitors seem to be leader-like because they align their public presentations with the perceived attributes of a leader. Longitudinal research (Blickle, 2008) indicated that SM significantly influenced an individual's openness to mentoring, a relationship primarily centered around social dynamics. Self-construal refers to the individual's self-image or conception of oneself and

comprises both self-dependent and self-interdependent aspects (Ting-Toomey, 2001). This concept is shaped by the cultural context, including communication patterns with members of other cultures, cultural norms, values, and the individual's perception of self, all of which influence behavior (Ting-Toomey, 2001). Concerning self-interdependence, this dimension gauges the inclination to perceive oneself as others. The fundamental idea behind this concept is that an individual's self is intricately linked to others, with the self-being defined, at least partially, in terms of group membership, existing relationships within that group, and social roles (Crossfield, 2018). To uphold and enhance this interdependent view of the self, individuals tend to think and act in manners that highlight their connections with others and reinforce existing relationships. In other words, our perception of self is contingent on the relationships we have with others. This interconnection, shaped by interactions with others (Ting-Toomey, 2001), leads individuals with an interdependent self to prioritize their relationships over a focus on the individual self. These individuals strive to foster harmonious relations through adaptation and assistance to others, guided by social norms and cooperative behaviors. In this context, (Crossfield, 2018) observed that individuals with high self-interdependence tend to perceive their significant relationships as closer compared to those with low self-interdependence. Furthermore, they are more inclined to consider the needs and desires of others in decision-making processes. Notably, the study by (Kaushal, 2006) stands out, aiming to investigate the impact of SM on conflict resolution styles. However, these authors discovered no discernible relationship between the variables, suggesting the need for a measure more comprehensive than the 16-item scale developed by (Warech, 1998). On the other hand, (Mehra, 2008) study revealed that individuals with high self-monitoring tendencies are more likely to encounter a higher degree of conflict.

This research follows five styles to handle interpersonal conflict; avoiding, competitive, collaborative, and accommodative, compromising, it was fairly believed that while all individuals have access to these five conflict resolution styles, certain individuals exhibit a greater proficiency in employing specific styles over others.

Job satisfaction is the positive emotional condition that arises from evaluating one's job as aligning with and promoting personal job values (Rachhpaul S., 2018). It

encompasses the degree to which individuals hold favorable (satisfaction) or unfavorable (dissatisfaction) sentiments towards their occupations (Speakman J. and Ryals L. A., 2010). In any organizational setting, deficient job satisfaction coupled with a demanding workload can result in significantly reduced levels of production and productivity. Also, it is worth understanding that unresolved conflicts would severely impact the employees' JS levels and lead to organizational commitments issues. This phenomenon is intertwined with human needs and the contentment of job-related necessities. It's worth noting that a scenario where satisfaction exists in certain aspects while dissatisfaction persists in others is entirely reasonable.



5. HYPOTHESES DEVELOPMENT

It has been researched by (Eslami, J., & Gharakhani, D., 2012) that there appear to be five styles of conflict management and one of them is competing. In this research, the writer has focused on the competition among employees in an organization. It is believed that competition is defined as a stage where one starts to defeat others by achieving something. Moreover, it is seen that competition falls under the domain of conflict since employees want to obtain rare things such as power, authority, status, and values. Moreover, the purpose of holding a conflict is to not only obtain these rare things but also defeat the other employees. It has been contended by (Ersilia, 2018) that competing in a firm urges the employees to perform better which eventually results in a better job satisfaction level. Thus, it can be hypothesized that employees' competing level of conflict management has a positive and significant impact on JS levels.

H1: Employees' competing level positively and significantly affects their job satisfaction level

Discussing the compromising level of conflict management style on job satisfaction level, it has been argued by (Griffin, D., & Steen, S., 2011) that compromising style has a positive and significant influence on JS level. The employees are educated to resolve the conflicts by using this particular style as it was believed to close down the relationship among the employees. It has been concluded by (Griffin, D., & Steen, S., 2011) that employees will be more content and committed to their jobs because of this comprising style of conflict management as it helps them to achieve their goals and attain job satisfaction levels. Thus, it can be concluded that employees' compromising level of conflict management style has a positive and significant influence on JS levels.

H2: Employees' level of compromising positively and significantly affects their level of job satisfaction

It has been anticipated by (Dhanapal, 2013) that avoiding style of CMS is positively and significantly related to JS levels. It is believed that avoiding style sustains the interests of the employees at a good level. It means that avoiding style works by putting efforts by both parties to solve the conflict. This style permits the employees to show their opinions and get involved partially in the decision-making process for conflict-solving management. Solved conflicts will positively and significantly impact the job satisfaction levels of the employees and hence they will be motivated to perform their jobs better. Thus, it can be hypothesized that employees' avoiding style of CM is positively and significantly influencing JS levels.

H3: Employees' avoiding level positively and significantly affects their job satisfaction levels.

It has been indicated by (Dhanapal, 2013) that accommodating the strategy of conflict management style positively influences the job satisfaction level. It states that accommodating strategies include the give and take of both parties where they give up on something for mutually accepted decision which is stated as exchanging concerns for concessions, seeking a ground position, and splitting the difference. Thus, it has been supported that an accommodating level of conflict management style has a positive and significant influence on the JS levels of employees.

H4: Employees' level of accommodating positively and significantly affects their level of job satisfaction.

It has been stated by (Ersilia, 2018) that employees' collaborating level of conflict management style includes the process in which one employee tries to work together with the other employees (Kofman, 2015). Moreover, this concept of collaborating style of CM is found to be constructive collaboration. Moreover, it has been suggested by Kofman in 2015 that this style allows the preferences and constraints of the employees and helps engage every employee in building a solution that goes a long way beyond the original replacements and helps in the JS level of the employees. Thus, it is concluded that the collaboration style of the conflict management style has a positive and significant impact on the JS levels.

H5: Employees' collaborating level of conflict management style has a positive and significant impact on job satisfaction levels.

Job satisfaction is considered to be an effective element that measures the overall perspective of an employee in case of conflict management. It has been contended by (Yang, 2019) that high self-monitors are contemplated as more attractive to different circumstances which act as an element to different situations at work. Self-monitoring moderates the competencies which are related to job satisfaction levels (Kueckelhaus, 2019); (Mikeska, 2015). Moreover, it involves the expressive attitude and behavior of the employees holding the position to adopt the self-assessment needs (Alnakhli, 2020). It has been stated by (Panagopoulos, 2015) that SM is moderating the relationship between the competency level of employees with their job satisfaction level.

H6: Self-monitoring levels have a moderating role in the relationship between employees' compromising levels and job satisfaction levels.

There are researches available that show that high self-monitors have become stronger over some time having the capability to act upon different situations and be included in different positions for understanding the employees' compromising level (Kudret, 2019). Self-monitoring is moderating a relationship between employees' compromising level of conflict and job satisfaction in such a way that it shows the employees to monitor themselves to resolve the conflict. Thus, it can be concluded that self-monitoring is a more effective resource that allows the employees to focus on their job neglecting the conflict by compromising the situation. It can be concluded in the end that SM is moderating the relationship between employees' conflict level of compromising and JS level.

H7: Self-monitoring levels have a moderating role in the relationship between employees' compromising level and job satisfaction levels.

Employees' level of avoidance shows how impactful JS levels are in which SM moderates the relationship between each other. It is believed that if the employees are

educated and trained to avoid the situation on their own, they can resolve the conflict among each other. Moreover, it has been anticipated by (Ahearne, 2013) that employees with higher identification are interlinked with better understanding along with common values that are shared with senior employees. Thus, it can be hypothesized that SM is moderating employees' level of avoidance and JS level.

H8: Self-monitoring levels have a moderating role in the relationship between employees' avoiding level and job satisfaction levels.

Accommodating level of conflict management motivates the employees to help others in odd situations. Self-monitoring in this way plays a vital role in creating situations for the employees to assist. It has been contended by (Baker, 2014) that job satisfaction level refers to as performance of the employees which helps in accommodating others. It is also argued that employees' level of accommodation affects the job satisfaction level on high self-monitoring. Hence, it is concluded that SM is moderating the relationship between employees' level of accommodation and JS level.

H9: Self-monitoring levels have a moderating role in the relationship between employees' accommodating level and job satisfaction levels.

Self-monitoring is the capability of the employees to modify and override desirable situations to proceed with long-term goals (Situ Q. M., 2016). Individuals having a high level of self-control tend to have more positive outcomes. To avoid the situation, employees are supposed to collaborate to resolve a conflict between employees. This way, it can be concluded that SM is moderating the relationship between employees' level of accommodation and JS level.

H10: Self-monitoring levels have a moderating role in the relationship between employees' collaborating level and job satisfaction levels.

6. METHODOLOGY

6.1 Aim and Importance of the Research

6.1.1 The Aim of the Research

The aim of the study to explore the relations between conflict management styles (CMS) and job satisfaction (JS), with a special focus on the moderating influence of self-monitoring (SM).

6.1.2 The Importance of the Research

Keeping given the conceptual framework, this study aims to delineate the relationships between Conflict Management Styles and Job Satisfaction and the moderating effect of Self-Monitoring.

This research is significant because it raises an understanding how individuals navigate conflicts in the workplace and the potential impact of their CM styles on JS. By exploring the moderating role of SM, the study seeks to unveil nuanced insights into the relationship between individual characteristics and conflict resolution strategies, contributing valuable knowledge to the field of organizational behavior and management. The research findings should assist Oman's airline industry in adopting CM strategies that are suitable for conflict scenario in order to produce a favorable influence on job satisfaction in the industry. It is believed that the suggestions from the research would give managers in the hospitality industry with realistic solutions that will minimize the amount of time and resources spent on conflict resolution and, as a result, will enhance job satisfaction overall. New techniques to resolving disagreements and improving job satisfaction may be created as a result of this process. It is anticipated that the study will be a helpful source of information for academics, students, and researchers who are researching CM in companies.

In addition to highlighting the forms of conflict and coping strategies used, the research also includes suggestions that are particular to Oman's airline industry but may be adjusted to meet the requirements of other companies dealing with comparable issues. It is hoped that the study's exposure of the conflicts that have occurred in Oman's airline industry, as well as the recommendations it provides, will be useful to government

policymakers. Officials were educated on the principles of practical CM styles, as well as the importance of these styles in reducing conflict and improving employee performance.

6.1.3 The Research Model and Hypotheses

The research model is shown in Figure 2:

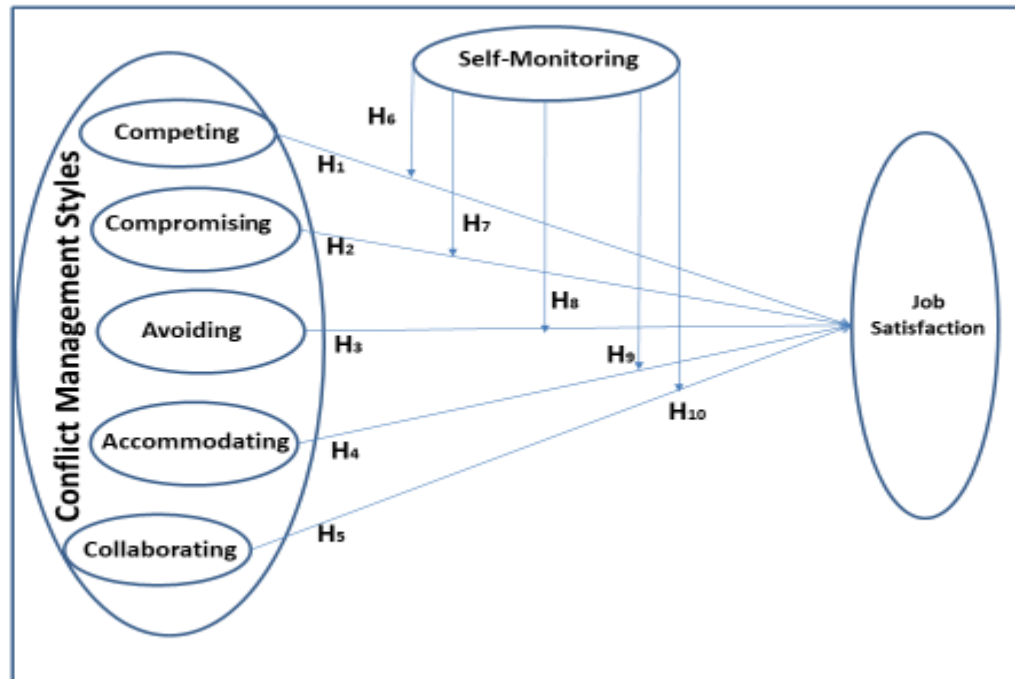


Figure 3: Research Model

As discussed in the previous chapter, hypotheses of the study were developed as follows:

H1: Employees' competing level positively and significantly affects their job satisfaction level

H2: Employees' level of compromising positively and significantly affects their level of job satisfaction

H3: Employees' avoiding level positively and significantly affects their job satisfaction levels

H4: Employees' level of accommodating positively and significantly affects their level of job satisfaction

H5: Employees' collaborating level of conflict management style has a positive and significant impact on job satisfaction levels

H6: Self-monitoring levels have a moderating role in the relationship between employees' competing levels and job satisfaction levels.

H7: Self-monitoring levels have a moderating role in the relationship between employees' compromising level and job satisfaction levels.

H8: Self-monitoring levels have a moderating role in the relationship between employees' avoiding level and job satisfaction levels.

H9: Self-monitoring levels have a moderating role in the relationship between employees' accommodating level and job satisfaction levels.

H10: Self-monitoring levels have a moderating role in the relationship between employees' collaborating level and job satisfaction levels.

6.2 INSTRUMENTS

6.2.1 Population and Sample

The population consists of aviation sector (airline) employees in Oman. The sample of the research consists of subjects selected by simple random method among the cabin crew employees of one airline. Approximately 2500 cabin crew are employed in this airline. Considering a 5% margin of error within 95% reliability limits from the main mass, the sample size was calculated as 327 people (Sekaran, 1992). In this context, a total of 400 people randomly selected by convenience sampling method were planned to be surveyed.

Table 1: Sample Numbers for Various Population Sizes (Sekaran, 1992: 327)

Population Size	100	200	250	500	750	1000	<u>2200</u>	5000	1000000
Number of Samples	80	132	152	217	254	278	<u>327</u>	357	384

Of the questionnaires sent, 351 were returned. The demographic information of the participants is presented in tables and figures below.

Table 2: Demographics

		n	%
Gender	Male	167	47.6
	Female	184	52.4
Age	18-25 Years	77	21.9
	26-35 Years	141	40.2
	36-45 Years	84	23.9
	46-60 Years	49	14.0
Job Experience	1-5 Years	63	17.9
	6-10 Years	150	42.4
	11-15 Years	88	25.1
	21-25 Years	50	14.2

6.3 Data Collection Tools

The survey method was utilized as a data collection tool in this quantitative research. Contextually, the questionnaire was prepared on Google Forms and was sent via email to the participants. The questionnaire consists of two sections and a total of 34 questions. The first section includes 6 questions about demographic variables. In the second part, there are scales of conflict management styles (competing (3), compromising (3), avoiding (3), accommodating (3) and collaborating (3), job satisfaction (1 dimension, 6 items) and self -monitoring (1 dimension, 13 items) consisting of 34 questions.

6.3.1 Conflict Management Styles Scale

To determine the CM styles of the employees, a scale created by Johnson (1990) was used. There are five independent conflict management styles in this scale. These dimensions are named as competing (3), compromising (3), avoiding (3), accommodating (3) and collaborating (3) out of a total of 15 items. The respondents were asked to identify their level of agreement with these statements on a 5-point Likert-type scale. (1=Strongly disagree, 5=Strongly agree).

6.3.2 Job Satisfaction Scale

The job satisfaction scale used by Agha, A.O., Price, J.L., Mueller, C.W. (1992) was used to measure employees' JS level. The independent section consisted of 6 items. The respondents were asked to determine their level of agreement with these statements on a 5-point Likert-type scale. (1=Strongly disagree, 5=Strongly agree).

6.3.3 Self-Monitoring Scale

In order to gauge the self-monitoring level of employees, a 13-item scale used by Cramer, K.M., Gruman, J.A. (2002) was used. In the scale, the answers were taken with a 5-point Likert scale (1=Always True, 5= Always False).

6.4 Construct Validity and Reliability Analyses Of Scales

Validity analyses are required for scale development to test variables based on previously tested model or hypothesis.

To test the construct validity of the conflict management styles scale, exploratory factor analysis (EFA) was conducted first. Since the CM scale consists of separate CM styles, each style should be evaluated separately. In this context, each style was considered separately for CFA, but the results were presented collectively. The EFA findings of the scale are presented in Table 2 below. After this analysis, AMOS was used to conduct a confirmatory factor analysis (CFA). As a result of the factor analysis, it was determined that the data fit the 5-factor structure of the scale. The goodness of fit values of the scale are presented in Table 3. Structural Equation Model (SEM) fit criteria are also presented in Table 4. As a result of the reliability analysis, Cronbach's alpha reliability coefficients of the scale are presented in Table 3.

Table 3: Rotated Factor Matrix

	Items	Component	KMO	% of variance	Cronbach alfa
Competing	Compet2	0.933	.725	.82	.889
	Compet1	0.895			
	Compet3	0.888			
Compromising	Compro3	0.702	.667	.43	.693

	Compro2	0.689			
	Compro1	0.589			
Avoiding	Avoid2	0.906	.729	.72	.885
	Avoid3	0.882			
	Avoid1	0.766			
Accommodating	Accom2	0.744	.685	.48	.737
	Accom1	0.696			
	Accom3	0.654			
Collaborating	Collab1	0.480	.577	.18	.794
	Collab3	0.441			
	Collab2	0.351			

The goodness of fit values of the scale are presented below together with those of the other scales. As can be seen, all data of the scale show goodness of fit. As seen in the table 4, the goodness of fit values of the scale are within acceptable standards.

Table 4: CFA Goodness fit index results

Variables	X ²	Df	CMIN/DF≤5	GFI≥.85	AGFI≥.80	CFI≥.90	NFI≥.90	TLI≥.90	RMSEA≤.08
CMS	150	75	0.00	1.00	0.897	1.00	1.00	1.00	.245

Note: Goodness-of-fit value ranges are adjusted according to "*acceptable*" standards.

Table 5: Structural Equation Model Fit Indices (Meydan ve Şeşen, 2010: 37)

Fit Indices	Good fit	Acceptable fit
CMIN/DF(χ^2 /sd)	≤3	4-5
RMSEA	≤0.05	0.06-0.08
GFI	≥ 0.90	0.89-0.85
AGFI	≥ 0.90	0.89-0.85
IFI	≥ 0.95	0.94-0.90
CFI	≥ 0.97	≥ 0.95
TLI	≥ 0.95	0.94-0.90

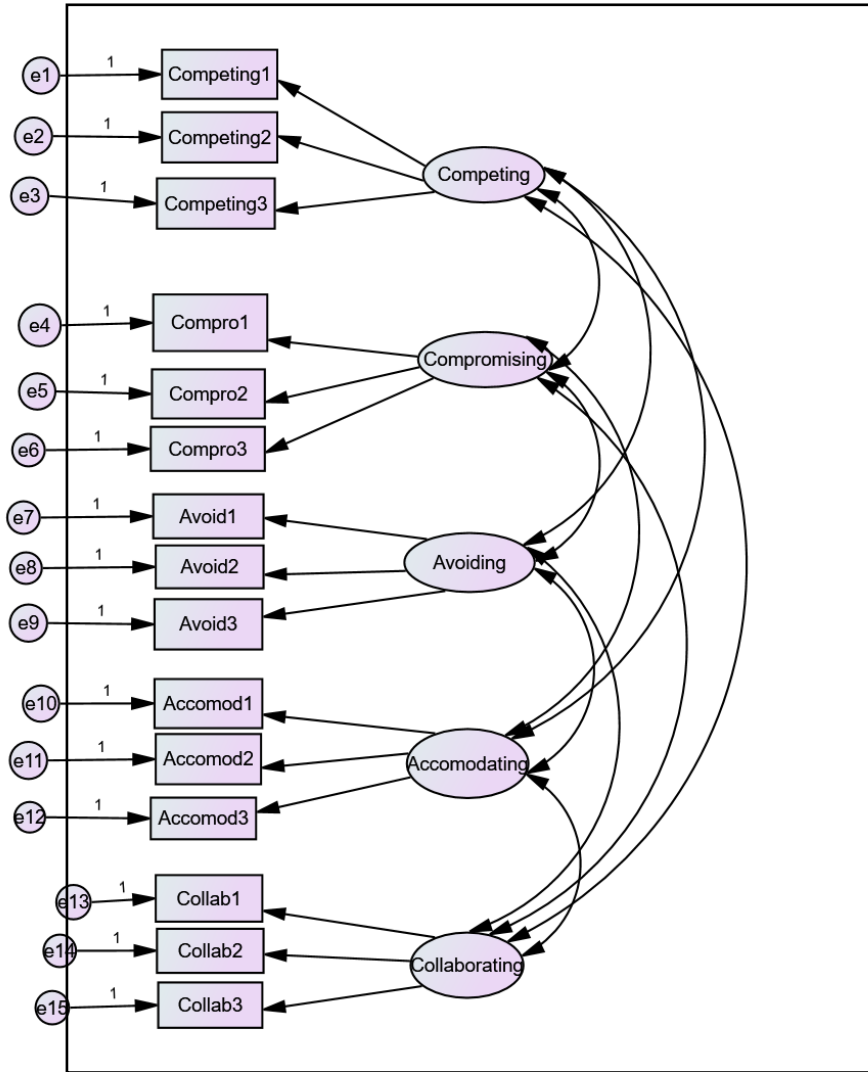


Figure 4 Conflict Management Style Scales CFA Results

To test the construct validity of the job satisfaction scale, EFA was conducted first. As a result of the analysis, it was determined that the data fit the one-factor structure of the scale. The KMO analysis result of the scale was 0.853, Barlett's test was significant ($p=.000$) and the variance explained was 0.60. CFA results are presented in Table 6. After these analyses, CFA was conducted with AMOS. As a result of the factor analysis, it was determined that the data fit the one-factor structure of the scale. The goodness of fit values of the scale are presented in Table 6. As a result of the reliability analysis, Cronbach's alpha reliability coefficient was found to be 0.660. One item (JS 6) was removed due to poor load factor.

Table 6: Factor Matrix

	Component
JS4	0.851
JS3	0.842
JS5	0.812
JS2	0.717
JS1	0.709

The goodness fit values of the scale are presented below. As can be seen, all data of the scale indicate goodness of fit. The figure for the level I model fit analysis of the scale is presented in Table 7.

Table 7: Goodness fit values of the scales as a result of confirmatory factor analysis

Variables			CMIN/DF	GFI	AGFI	CFI	NFI	TLI	RMSEA
	X ²	df	≤5	≥.85	≥.80	≥.90	≥.90	≥.90	≤.08
Job Satisfaction (S)	115.	9	4.05	0.986	0.924	0.990	0.98	0.964	0.093

Note: Goodness of fit value ranges are adjusted according to "*acceptable*" standards

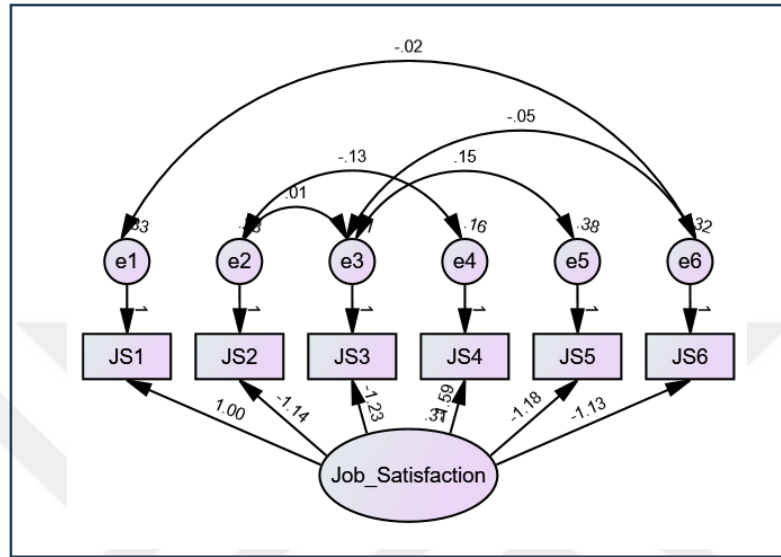


Figure 5 Job Satisfaction Level CFA Results

In order to test the construct validity of the self-monitoring scale, EFA was conducted first. As a result of the analysis, it was determined that the data fit the one-factor structure of the scale. The KMO analysis result of the scale was .880, Barlett's test was significant ($p=.000$) and the variance explained was 0.273. EFA results are presented in Table 8. After these analyses, confirmatory factor analysis was conducted with AMOS. It was determined that the data fit the one-factor structure of the scale. The goodness of fit values of the scale are presented in Table 7. As a result of the reliability analysis, Cronbach's alpha reliability coefficient was found to be .649.

Table 8: Factor Matrix

	Component
SM11	0.873
SM2	0.780
SM13	0.772
SM6	0.051
SM7	0.474

SM1	0.423
SM4	0.106
SM5	0.098
SM8	0.082
SM10	0.073
SM3	0.021
SM9	0.005

The goodness of fit values of the scale are presented below. As can be seen, all data of the scale show goodness of fit. The Level I model fit analysis of the scale is presented in Table 9.

Table 9: Confirmatory factor analysis results of self-monitoring scale

Variables	CMIN/DF			GFI	AGFI	CFI	NFI	TLI	RMSEA
	X ²	df	≤5	≥.85	≥.80	≥.90	≥.90	≥.90	≤.08
Self-monitoring (SM)	144.1 0	42	17.3 46	0.617	0.964	0.954	0.44 3	0.344	0.216

Note: Goodness of fit value ranges are adjusted according to "*acceptable*" standards.

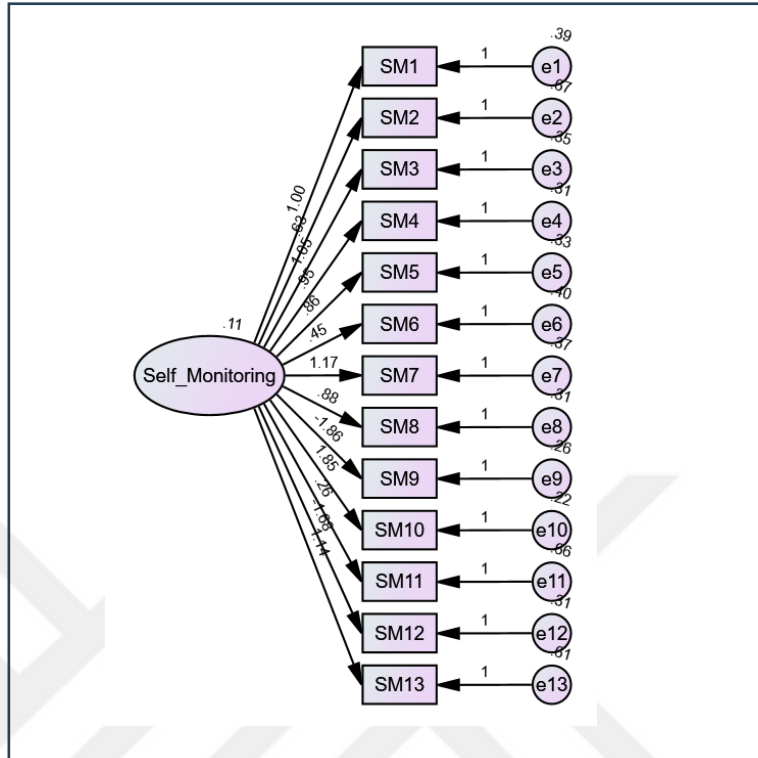


Figure 6 Self-Monitoring CFA Results

7. FINDINGS

7.1 Descriptive Findings

The values (minimum, maximum, and average) of the dependent and independent variables used according to the descriptive statistics obtained from 285 participants are given in Table 9. A total of 15 items in the CMS scale, which is an independent variable of the study, were analyzed by taking arithmetic means separately. The dependent variable, JS, was determined by calculating the arithmetic mean of 6 items collected in a single dimension. Self-monitoring, whose moderating role was investigated (6 items remaining after 1 item was removed), was determined by calculating arithmetic averages in a single dimension. In the calculations, the lowest score was 1 (one) the highest score was 5 (five), and the scoring was based on five points.

Table 10: Descriptive statistics for the variables and its dimensions

Variable	Total	Mean	Standard Deviation
Competing	351	2.67	0.85
Compromising	351	2.40	0.56
Avoiding	351	2.87	0.99
Accommodating	351	2.40	0.58
Collaborating	351	2.53	0.49
Job Satisfaction	351	2.43	0.52
Self-Monitoring	351	2.68	0.32

7.2 Correlation Analysis

Pearson correlations were calculated to determine the relationships between the variables (Table 11). As a result of the analysis; it is seen that accommodating, one of the conflict management styles, has a significant positive relationship with job satisfaction, which is the dependent variable, and there is no significant relationship with other styles. In addition, it is also seen that all conflict management styles have a significant positive relationship with self-monitoring, which is the moderator variable.

Table 11: Average, S. Deviation and Correlation Values

Variables	1	2	3	4	5	6	7
1.Competing	-						
2. Compromising	.206**	-					
3.Avoiding	-.527**	-.089	-				
4.Accommodating	.020	.221**	.078	-			
5.Collaborating	.117*	.133*	.074	.485**	-		
6.Job_Satisfaction	.303**	.125*	-.179*	.271**	.288**	-	
7.Self_Monitoring	.017	.254**	-.019	.061	.129*	.023	-

*** $p \leq .001$, ** $p \leq .01$, * $p \leq .05$

7.3 Differences in Demographic Groups

In the study, whether the dependent variable job satisfaction level differs according to gender was tested by "t-test" and whether it differs according to age and experience of employees was tested by "ANOVA analysis".

As a result of the t-test conducted to test whether job satisfaction differs according to gender (Table 11), it was determined that there was a significant difference in the job satisfaction perceptions of men and women and that women's job satisfaction was higher than that of men.

Table 12: t-test findings

Variable	Group	N	Mean	SD	t	Sig
Job Satisfaction	Men	168	1.5242	.500	-1.38***	0.000
	Women	184	1.6252	.645		

Whether the employees' perceptions of the research variables differ according to their educational status was tested by "ANOVA analysis".

Table 13 presents the one-way ANOVA analysis to determine whether job satisfaction differs according to age. As seen in Table 12, job satisfaction does not differ according to age groups ($F=11.412$).

Table 13: ANOVA test findings

Variable	Group	N	Mean	SD	F
Work Experience	1-5	77	2.43	0.527	11.412

6-10	141	2.29	0.964
11-15	84	2.53	0.753
21-25	49	2.45	0.853

*** $p \leq .001$, ** $p \leq .01$, * $p \leq .05$

7.4 Hierarchical Moderator Regression Analysis

Hierarchical regression analyses were conducted to reveal the predictive and moderating relationships between variables. Hierarchical regression analyses were applied to determine the relationship between conflict management styles (Competing, Compromising, Avoiding, Accommodating, Collaborating) and JS and the moderating role of self-monitoring (SM) in these relationships and the findings are given in Table 13.

In the hierarchical regression analysis conducted to test the hypotheses; age, experience, and conflict management styles (Competing, Compromising, Avoiding, Accommodating, Collaborating) were included in the model as independent variables, job satisfaction (JS) as the dependent variable and self-monitoring (SM) as a moderator variable. Age, experience, CM styles and SM were centralized while including them in the model (Cohen et al., 2003).

In the 3-stage regression analysis conducted for the moderating effect analyses conducted within the scope of hierarchical regression analyses, age and experience were controlled.

Table 14: Hierarchical Regression Analysis Results for the CM-JP relationship and the moderating effect of SM on this relationship

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.274	.209		6.090	.000
	Competing	.145	.037	.235	3.975	.000
	Compro	.005	.047	.005	.102	.919
	Avoid	-.043	.031	-.082	-1.417	.157
	Accommod	.169	.051	.187	3.297	.001
	Collab	.188	.061	.175	3.105	.002

a. Dependent Variable: Job Satisfaction

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

According to the analysis results presented in Table 15, the relationship between competing and job satisfaction is significant ($\beta = .145$, $p < .05$). Thus, Hypothesis 1 is supported. According to these results, competing affects the job satisfaction. Again, as a result of this analysis, the effect of competing on job satisfaction was significant. The impact of compromising and avoiding on job satisfaction level is insignificant showing that H2 and H3 are not accepted. Whereas, accommodating and collaborating has p-value less than 0.05 ($\beta = .169$, $p < .05$) and ($\beta = .188$, $p < .05$) respectively. These results show that H4 and H5 are accepted.

In the second stage of the analyses, the moderating effect of SM on the CM-JP relationship was determined and presented in Table 15 below.

Table 15: Hierarchical Regression Analysis Results for the CM-JS relationship and the moderating effect of SM on this relationship

Job Satisfaction			
Variables	Stage 1 <i>B</i>	Stage 2 β	Stage 3 <i>B</i>
Age	-.02	-.03	.001
Experience	-.04	-.04	-.02
CM	.03(H1)	-.02	-.03
SM		.014*	.09*
CP x SM			.03**(H6)
R^2	.001	.032	.24
Adj. R^2	.001	.035	.14
F	2.14	2.65	5.36**

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

According to the analysis results presented in Table 14, the relationship between CM and JS is significant ($\beta = .03$, $p < .05$). Thus, Hypothesis 1 is supported. According to these results, CM affects Job satisfaction. Again, as a result of this analysis, the effect of CM on JS was found to be significant ($\beta = 0.16$, $p \leq 0.01$).

A moderator variable is a variable that affects the strength and direction of the relationship between the independent variable and the dependent variable (Baron & Kenny, 1996: 1174). In the last stage, to test Hypothesis 6, which examines the moderating relationship, the moderating effect of SM was examined according to the

multiple regression analysis results in Table 15. The results of the analysis showed that there was a moderating effect of SM on the relationship between CM and JP ($\beta = .03$, $p < 0.05$), thus Hypothesis 6 was supported.

In the second stage of the analyses, the moderating effect of SM on the CM-JP relationship was determined and presented in Table 16.

Table 16: Hierarchical Regression Analysis Results for the CP-JP relationship and the moderating effect of SM on this relationship

Job Satisfaction			
Variables	Stage 1 <i>B</i>	Stage 2 β	Stage 3 <i>B</i>
Age	-.04	-.05	.02
Experience	-.02	-.03	-.15
CP	-.06(H2)	-.05	-.05
SM		.25*	.09*
CPx SM			.20***(H7)
R^2	.03	.05	.11
Adj. R^2	.035	.012	.09
F	1.98	2.54	7.06***

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

According to the analysis results presented in Table 16 above, the relationship between CP and JP is insignificant ($\beta = -.06$, $p > 0.05$). Thus, Hypothesis 2 is not supported. According to these results, CP does not affect JP. In the last stage, the moderating effect of SM was examined to test Hypothesis 7. The results of the analysis showed that SM has a moderating effect on the relationship between CP and JP ($\beta = .20$, $p \leq .001$), thus supporting Hypothesis 7.

In addition, the process suggested by Cohen et al. (2003) was followed to examine the direction of the relationship in more detail. In this context, the significance of the relationships between CP-JS variables, when the moderator variable SM is low and high (Aiken and West, 1991).

In the third stage, the moderating effect of SM in the AV-JP relationship was determined and presented in Table 17 below.

Table 17: Hierarchical Regression Analysis Results for the AV-JP relationship and the moderating effect of SM on this relationship

Job Satisfaction			
Variables	Stage 1 β	Stage 2 β	Stage 3 B
Age	-.06	-.008	-.01
Experience	-.03	-.09	-.08
AV	-.02(H3)	.013	-.002
SM		.14*	.09*
AVx SM			.03(H8)
R^2	.02	.04	.05
Adj. R^2	.022	.026	.04
F	2.17	2.57	2.52

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

As per the results presented in Table 17 above, the relationship between AV and JP is insignificant ($\beta = -.02$, $p > 0.05$). Thus, Hypothesis 3 is not supported. According to these results, AV does not affect JP. In the next stage, In the last stage, the moderating effect of SM was examined to test Hypothesis 8. The results of the analysis showed that SM has a moderating effect on the relationship between AV and JP ($\beta = .03$, $p < 0.05$), thus Hypothesis 8 is supported.

In the fourth stage, the moderating effect of SM in the AC-JP relationship was determined and presented in Table 18.

Table 18: Hierarchical Regression Analysis Results for the AC-JP relationship and the moderating effect of SM in this relationship

Job Satisfaction			
Variables	Stage 1 β	Stage 2 β	Stage 3 B
Age	.002	.007	-.002
Experience	-.03	-.07	-.07
AC	.31*** (H4)	.018**	.19
SM		.06	.05
ACx SM			.07(H9)
R^2	.04	.05	.03
Adj. R^2	.03	.03	.03
F	4.4***	5.2**	5.2**

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

As per the results of the analysis presented in Table 18, the relationship between AC and JP is significant ($\beta = .31$, $p \leq 0.001$). Thus, Hypothesis 4 is supported. According to these results, AC affects JP. In the last stage, the moderating effect of SM was examined to test Hypothesis 9. The results of the analysis showed that there is no moderating effect of SM in the relationship between AC-JP ($\beta = 0.07$, $p > 0.05$), thus Hypothesis 9 was not supported.

In the last stage of the analyses, the moderating effect of SM in the CL-JP relationship was determined and presented in Table 18.

Table 19: Hierarchical Regression Analysis Results for the CL-JP relationship and the moderating effect of SM on this relationship

Job Satisfaction			
Variables	Stage 1 β	Stage 2 β	Stage3 B
Age	-.02	-.005	-.01
Experience	-.08	-.09	-.09
CL	.24*** (H5)	-.018	-.02
SM		.15*	.13*
CLx SM			.03 (H10)
R^2	.02	.01	.02
Adj. R^2	.02	.024	.025
F	2.24	4.21	2.41

* $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

According to the analysis results presented in Table 19, the relationship between CL and JP is significant ($\beta = .24$, $p < 0.001$). Thus, Hypothesis 5 is supported. According to these results, CL affects the JP. In the last stage, the moderating effect of SM was examined to test Hypothesis 10. The results of the analysis showed that there is a moderating effect of SM on the relationship between CL and JP ($\beta = .03$, $p < 0.05$). Thus, Hypothesis 10 was supported.

A moderator variable is a variable that affects the strength and direction of the relationship between the independent variable and the dependent variable (Baron & Kenny, 1996: 1174). In the last stage, to test Hypothesis 6 to 10 which examines the moderating relationship, the moderating effect of SM was examined according to the multiple regression analysis results in Table 20.

Table 20: Moderation Test Process Hayes

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.3814	.1455	.2400	19.6899	3.0000	347.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.8961	.6946	7.0489	.0000	3.5300	6.2622
CT	-.9014	.2364	-3.8138	.0002	-1.3663	-.4366
CMP	-1.9491	.3573	-5.4543	.0000	-2.6519	-1.2463
AV	.6234	.2000	3.1160	.0020	.2299	1.1068
ACC	-.1450	.3841	-.3776	.7060	-.9005	.4160
COL	.1144	.4860	.2416	.0092	-.8384	1.0733
SM	-1.0977	.2555	-4.2957	.0000	-1.6003	-.5951
Int_1	.4030	.0867	4.6471	.0000	.2324	.5736

By looking at Table 20 above, it can be seen that p-values for competing (CT), compromising (CMP), avoiding (AV), accommodating (ACC), and collaborating (COL) is 0.0002, 0.000, 0.0020, 0.7060, and 0.0092 respectively which predicts that H6, H7, H8 and H10 are accepted whereas, accommodating has p-value of 0.7060 which is greater than 0.05 showing insignificance.

Table 21: Hypothesis Test Results

HYPOTHESIS	RESULT
H1: Employees' competing level positively and significantly affects their job satisfaction levels	Supported
H2: Employees' level of compromising positively and significantly affects their level of job satisfaction	Not Supported
H3: Employees' avoiding level positively and significantly affects their job satisfaction levels	Not Supported
H4: Employees' level of accommodating positively and significantly affects their level of job satisfaction	Supported
H5: Employees' level of collaborating positively and significantly affects their level of job satisfaction	Supported
H6: Self-monitoring levels have a moderating role in the relationship between employees' competing level and job satisfaction levels	Supported

H7: Self-monitoring levels have a moderating role in the relationship between employees' compromising level and job satisfaction levels.	Supported
H8: Self-monitoring levels have a moderating role in the relationship between employees' avoiding level and job satisfaction levels.	Supported
H9: Self-monitoring levels have a moderating role in the relationship between employees' accommodating level and job satisfaction levels.	Not Supported
H10: Self-monitoring levels have a moderating role in the relationship between employees' collaborating level and job satisfaction levels.	Supported

8. DISCUSSION AND CONCLUSION

In this study, the effect of conflict management styles on job satisfaction with the moderating effect of self-monitoring was studied. Further to this, the interpretation of the findings was discussed to compare and understand the previous research and theories. In the below section, recommendations and limitations regarding this study as well as the answers to the previously asked research questions will be discussed.

8.1 Discussion

To conduct this research, questionnaires were sent to about 400 employees, more precisely, the cabin crew of an airline based in Oman. Regardless of the distribution, 351 responses were received and considered appropriate. The test analyses provide insight on how effective the different conflict management styles on job satisfaction and self-monitoring as a moderator are.

In this study, according to the hypotheses, employees with a competing style would have a more positive impact on job satisfaction. Also, the moderating role of self-monitoring does have a positive effect on competing styles of CM. This implies that individuals who are innately competitive in dealing with conflicts are also satisfied with their job because they have a way of moving through situations which automatically brings a sense of achievement leading to satisfaction. Competitors have a sense of tendency to exercise their authority and to push their motives. (Adham, 2003) Also, such individuals are high self-monitors because they can understand different contexts and situations which means they are situationally and self-aware.

Speaking of the above, it doesn't mean that individuals with a compromising style of CM are low self-monitors. Since they too are situationally aware; they probably compromise early enough to defuel the conflict; however, they eventually would be dissatisfied of their job because they are ostensible with their behaviors. An individual who would generally keep compromising will eventually get worked up and lose interest in his or her work. So, in the long run their compromising style of dealing with conflicts would not lead to job satisfaction though those individuals are high self-monitors.

Similarly, speaking of individuals with an avoiding style of CM would also be dissatisfied with their job. This is due to their innate personality of leaving situations as is

or depending on others to handle it. Such individuals are also of low self-esteem and lack confidence. Usually, employees of such nature are low self-monitors however in the analysis, it is found that SM does have a moderating effect on individuals with an avoiding style. This perhaps, could also mean that due to their low self confidence and low self - esteem, these individuals are low self-monitors which prompts them to act in an avoiding manner. Low self-esteem employees experience greater job dissatisfaction and a higher tendency to turnover than those with high self-esteem. (Hamid Reza Alavi, 2003) found that high self-esteem individuals are more satisfied in their jobs This area of the study can further be researched upon as to how does self-monitoring effect the avoiding style of conflict management.

In this analysis, it was found that employees with an accommodating style of CM are also satisfied with their job (JS), but the levels of SM does not have a moderating role in the relationship between the two variables: namely JS and CM. This could imply that individuals who are more likely to sideline their own needs as they are generally of a people pleasing mindset; could temporarily be satisfied with their job. However, their SM levels could vary depending on the situation that could lead to false solutions. This finding can also be researched further to understand the identify the SM levels of individuals with an accommodating style of handling conflict.

As hypothesized on how the collaborating levels of CM would have a positive effect on job satisfaction, this statement has been supported by the analyses in the previous chapter. Also, SM does play a role in the relationship between CM and JS.

This implies that in an organization, individuals who handle conflicts collaboratively are also highly satisfied with their job since they look for ways to negotiate and integrate everyone's requirements and suggestions. High self-monitors often take on a leader-like role in a conflict-like situation. As opposed to low self-monitors, it is more probable that high self-monitors would resolve conflicts through collaboration. (Ajay Mehra, 2001) And based on the findings, SM does have a moderating role in the relationship between CM and JS which could imply that these individuals are also high self-monitors since they can change their approach in response to different situations.

Upon the conclusion of this study, it can be understood that conflict management styles definitely have an influence on job satisfaction and self-monitoring does have a mediating role to play when it comes to the direct relationship between job satisfaction and self-monitoring; which are also the answers to the previously asked research questions.

Also, as this survey was conducted among the cabin crew of an airline in Oman, the results of the analysis could be used to identify and understand the behaviors of the employees, and to focus on areas that require more attention so there could be a possible improvement in necessary areas.

8.2 Limitation and Recommendations

Also, as a part of the recommendation, it is necessary for this particular organization to adopt measures to gauge their employees understanding of conflicts and how they can resolve them in the most appropriate way. Workshops, sessions and other projects can be conducted for such improvements. In terms of job satisfaction, the organization should conduct a roadshow where the employees can put in their demands and suggestions so they HR officials and other managers in charge can work on those. Bonuses boost the morale and should be credited at least once a year and irregular terminations should be considered to be the last choice. Lastly, a friendly and more transparent environment should be created.

This study does have its own limitations. Foremost is the geographic boundary which means that since data was collected from the employees of only one airline, the findings would not completely reflect or justify the findings of other airlines or other industries. If the survey boundaries are expanded, the results could have some dissimilarities.

Either studies could be conducted in different airlines in the same country to assess the effect of conflict management styles on job satisfaction levels with self-monitoring as a moderator to understand how the employee's nature of handling conflicts, self-awareness and their level of job satisfaction that could possibly lead to further research. Or research could be conducted across different industries to analyze how different work environments affect these variables in correlation. This could be considered an industrial

limitation as employees in different industries would have a different mindset with a completely different work setup.

Another limitation that was inferred was that self-monitoring, is a variable which could have contrasting impacts on the results. Since high-self monitors are generally aware of their surroundings, they can still act unpredictably as opposed to low-self monitors who are rather more predictable. This means that different self-monitors would act subjectively and not objectively in different situations. Hence, more research would be required to fully understand the complex dynamics of the relationship between these variables.

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