

ABSTRACT

This thesis investigates the impact of workplace conflict on key employee outcomes across diverse organizational contexts in India. Drawing on the Job Demands and Resources theory, Conservation of Resources theory, and Affective Events Theory, it focuses on two distinct forms of conflict, namely Work-to-Personal Conflict (WPC) and Interpersonal Conflict (IC), to examine their implications for Individual Work Performance (IWP), Work Engagement (WE), Creativity (CRVTY), and Organizational Citizenship Behaviour Individual (OCBI). The central aim is to advance theoretical understanding and offer practical insights for managing conflict in high-demand industries. The first research framework explores how Organizational Culture, particularly its flexible and supportive aspects, affects Individual Work Performance (IWP), with WPC as a mediator and Supervisor Support (SS) as a moderator. Based on data from the Indian IT and private banking sectors, the findings indicate that supportive cultures reduce WPC and enhance IWP, while SS buffers negative effect of WPC on IWP. The second framework introduces OCBI as a mediator between WPC and IWP and examines the moderating roles of General Self-Efficacy (GSE) and Job Embeddedness (JE). Results show that OCBI partially mediates the WPC-IWP link, and GSE and JE influence the strength of these relationships, highlighting the importance of personal and contextual resources. The third framework assesses how WPC affects WE through Job Satisfaction (JS) and Affective Organizational Commitment (AOC), both acting as parallel mediators. Findings reveal that WPC reduces engagement by undermining JS and AOC. The fourth framework shifts attention to IC as a mediator between Workplace Incivility (WpI) and two outcomes: CRVTY and IWP. Using data from the Indian construction sector, the study confirms that IC transmits the negative effects of WpI, while GSE moderates and mitigates these effects. Data analysis for all frameworks involved preliminary tests using IBM SPSS Statistics (Version 22) and Structural Equation Modeling using IBM SPSS AMOS (Version 24), based on two-wave survey data. Overall, this thesis contributes to the WPC and IC literature by integrating multiple theories, validating models, and offering actionable strategies to support employee well-being, WE, CRVTY and IWP.

Keywords: Work-to-Personal Conflict, Individual Work Performance, Work Engagement, Interpersonal Conflict, Creativity