

Role of Conflict Management in mitigating incidences of Workplace Aggression and Violence

A Thesis submitted to the

UPES

For the Award of

Doctor of Philosophy

In

Management

By

Neelam Waldia

March 2025

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Dehradun- 248007: Uttarakhand, India

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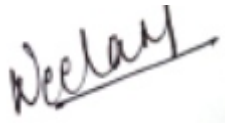
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DECLARATION

I declare that the Thesis entitled “**Role of Conflict Management in mitigating incidences of Workplace Aggression and Violence**” has been prepared by me under the guidance of Dr Sunil Rai, Chancellor, UPES and Co-Supervisor (external) Dr. Geeta Thakur, Professor, Manav Rachna University. No part of this thesis has formed the basis for the award of any degree or fellowship previously.



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DATE: March 2025

CERTIFICATE

I certify that **Neelam Waldia** has prepared her thesis entitled “**Role of Conflict Management in mitigating incidences of Workplace Aggression and Violence**”, for the award of PhD degree of the UPES, under my guidance. She has carried out the work at the Department of General Management, UPES.

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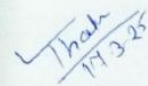
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She has carried out the work at the Department of General Management, UPES.

Co-Supervisor (External)


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ABSTRACT

This study investigates the critical relationship between workplace conflict and aggression, while exploring the moderating role of organizational culture and conflict management climate. A random sample of 417 employees from various sectors participated in the study, responding to surveys about workplace conflict, aggression, organizational culture, and conflict management climate. Using Structural Equation Modelling (SEM) via Smart PLS 4, the study uncovers significant relationships and identifies unique patterns of moderation across different organizational culture dimensions and conflict management climate. Grounded in cognitive appraisal theory of stress and coping, our findings reveal that a supportive organizational culture and a positive conflict management climate can effectively intervene in the appraisal process, altering individuals' behavioural responses and reducing the likelihood of aggression. This research highlights the powerful role of organizational environments in shaping employee behaviour and mitigating conflict-driven aggression, offering valuable insights for organizations striving to foster healthier, more productive workplaces.

ACKNOWLEDGEMENT

One of the places I have worked at was characterized by frequent aggressive arguments, use of abusive language and slangs in workplace, shouting at each other and covertly exploiting resources to meet individual targets. Few years later, I heard that an ex-employee who was terminated from job shot his manager.

While working there, I had accepted that climate as normal, but today while researching and studying about workplace aggression and violence, I am haunted with questions like:

- Was it bound to happen?
- Were we sitting on a ticking time bomb?
- Was our behavior a warning sign and alarm?
- Was this violent incidence avoidable?

That motivated me to take a deep dive in this topic and understand what goes wrong in our day to day working that brings such devastating results. Being an HR professional, I often face situation of conflicts and aggression. This research helped me get into the details of this issue and understand it better.

This project would not have been complete without the guidance of Dr. Sunil Rai (my Guide), a great teacher, mentor, and researcher but more importantly a patient and a kind human being. I am also extremely thankful to and Dr. Geeta Thakur (Co-supervisor) for her continuous and relentless guidance throughout the research study, and solving complex problems in the simplest possible way with multiple solutions and options to address the difficulties. Even after being packed in their work schedule they would always take out time for me, would attend my calls and answer all my queries. Without their consistent and continuous support with ever questioning stance this work would not have been complete.

I would like to profusely thank Dr. Anurag Singh for helping me in every way he could, he always took me out from bouts of research hallucinations and withdrawals without his support this work was not possible. My acknowledgement cannot complete without thanking my parents and my mother in law for their blessings and trust on me. My brothers Vineet Adhikari and Hitesh Adhikari and best friend Kamla Singh, who very keenly enquired the progress and encouraged on my research and always pushed with the caution “not to quit”, helped me in proofreading the articles I wrote with great interest and keenness and always extended a patient hearing to all my complaints and cribbing. My seniors, Ms. Monisha Datta with whom I could discuss the topic in detail and get to know different perspectives and Ms. Sumali Devgan who relentlessly helped me proofread those long pages for each minor and major error.

And lastly, yet most deserving thanks to my husband Abhishek whose rock support ensured the completion of the study, my daughter Garvita who would not let me take a day off from studies, would sit next to me and keep her watch at me. At the end god almighty for lighting this lamp of inquisitiveness inside me and for empowering me with faith that I can achieve all that I think of.

This journey has made me a student again, a humble and resilient student, for which I am grateful and will always be.

Neelam Waldia

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ABBREVIATIONS

α - Cronbach's alpha

AMOS - Analysis of Moment Structures

AVE - Average Variance Extracted

CB-SEM - Covariance-based Structural Equation Modelling

CCM - Conflict Management Climate

CMB - Common Method Bias

CR - Composite Reliabilities

EFA - Exploratory Factor Analysis

FL - Factor Loadings

MGA - Multi-Group Analysis

MSME - Micro, Small and Medium Enterprises

OC - Organizational Culture

OLS - Ordinary Least Squares

PLS-SEM - Partial Least Squares Structural Equation Modelling

SD - Standard Deviation

SEM - Structural Equation Modelling

VIF - Variance Inflation Factors

WA - Workplace Aggression

WC - Workplace Conflict

WPAS - Workplace Aggression Scale

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CHAPTER - I

INTRODUCTION

1 INTRODUCTION

Violence and Aggression in the workplace has become a major concern to government, labour organizations and businesses. Today, no industry, company or professional working group can realistically claim to be completely devoid of workplace violence and aggression (Chappell & Di Martino, 2006). Problems pertaining to workplace violence have turned out to be rather transitional through boundaries and professions whereby such incidents are occurring very widely and frequently as put forth by Chappell and Di Martino (2006). The prevalence of the overall violent incidents which include mental stress to bodily harm to murder tolls have reached such high alarming situations that have called for major takes on the issue at all grounds.

According to a poll conducted by United States Postal Service Commission, 1 in 20 American workers were physically assaulted in 1999, 1 in 6 were sexually harassed and 1 in 3 were verbally abused (The National Center on Addiction and Substance Abuse, 2000). A report from the “Bureau of Labor Statistics” estimated that 57,610 employees within the private industry suffered from nonfatal workplace violence in 2021-2022 (U.S. Department of Labor, Bureau of Labor Statistics, 2022). These actions range from violent threats all the way up to the taking of one's own or others' lives through homicide. On all other points of the spectrum, an assaulted citizen suffers, along with close people, such as family or relatives-in psychological traumas or physical handicaps-embracing feelings associated with guilt and shame over not being able to stand firm or defend oneself. The threat presented in the incident may render her home non-viable for days afterward.

Workplace violence does not only affect victims with physical harm but has greater psychological and long-term impacts. Workers who have directly faced violence, have witnessed the violence or have simply learned about the incidents have experienced trauma, fear, and anxiety. These may substantially impact their psychological and physical health creating long-lasting results among employees

in the workplace environment (Hershcovis & Barling, 2010). Organizations also suffer the consequences through damage to reputation, increased legal liabilities, reducing productivity and morale among employees. Workplace violence may come with consequences that threaten to shake the very foundations of a healthy and productive workplace.

Workplace aggression is another source of stress that is pervasive and usually manifests in a gradually escalating fashion. Most often, the hostility is subtle, such as verbal abuses or passive aggressiveness, and escalates into overt acts of violence if uninhibited. Indeed, understanding the factors contributing to workplace aggression is useful in devising effective prevention strategies. The knowledge derived is valuable not only for academic research but also holds practical significance for organizations in the quest to create safer and supportive work environments (Baron & Neuman, 1998; Raver & Barling, 2008).

Adding to this widespread problem is the common understanding that workplace violence is largely underreported, making it hard to get a clear picture of the real issue (Magnavita et.al., 2024). Several of the underlying fears actually attached to preventing such cases include fear of retaliation and stigma, coupled with an inadequate belief in reporting mechanisms (Hairunisa, 2023). Besides, normalizing such an act within the high-pressure working environment does not sensitise those surrounding the perpetrators from the actual effects but instead helps in fostering that kind of environment that barely pays heed to such perils (Meiser & Pantumsinchai, 2022). When employees feel unsupported and unsafe, it not only causes harm but also creates a toxic work environment. The problem is nurtured by elements present in the system like imbalance of power (Hurley et. al., 2016), improper organizational policy (Adesemowo, 2018), and ignorance of aftermath psychological happenings of aggression at workplace (Pacheco et.at., 2021). As a result, the issue remains deeply embedded in organizational structures, posing significant challenges to its identification and resolution.

This research emphasizes the need to examine aggression through the lens of conflict. While conflict has traditionally been studied from a cognitive perspective, aggression has primarily been explored from an emotional standpoint. Shifting the focus to analyze aggression through cognition can provide organizations with more effective strategies to manage and mitigate it. Although numerous studies have linked conflict to aggression, the causal relationship between the two remains empirically underexplored (Raver, 2013). Therefore, this study investigates how fostering a positive conflict management climate within organizations can prevent conflicts from escalating into aggression or violence. By identifying key organizational factors that contribute to a healthier, more supportive work environment, this research aims to highlight mechanisms that minimize negative workplace dynamics. Ultimately, it seeks to determine whether an organization's conflict management approach can serve as a protective factor against workplace aggression, ensuring a safer and more productive work environment for all.

1.1 Theoretical Background

Scholars have long debated how to define workplace aggression, as its manifestations are varied and complex (Morten Birkeland Nielsen & Einarsen, 2018). Workplace mistreatment spans a spectrum, from subtle, nonphysical acts like harsh reprimands by a supervisor to more severe behaviors including verbal threats, sabotage, physical violence or homicide. Numerous terms are used to depict related constructs under the broader concept of aggression. These include workplace bullying (Mackey et al., 2013), abusive supervision (Andersson & Pearson, 1999), incivility (Spector & Jex, 1998), interpersonal conflict (M. S. Hershcovis, 2011), harassment (Jenkins, 1996), counterproductive work behavior (Keashly & Harvey, 2005), and workplace hostility (Anne M. O'Leary-Kelly, 1996), among others.

Each term reflects subtle differences in factors such as intent, intensity, frequency, visibility, and the role of power dynamics (Baron & Neuman, 1996). Additionally,

the source of aggression varies; perpetrators may be internal members of the organization or external individuals, leading to diverse causes and consequences. While some researchers adopt a broad perspective, including both internal and external aggressors (Aquino & Thau, 2009; M. S. Hershcovis, 2011), others limit their definitions to actions perpetrated solely by organizational insiders (Greenberg & Barling, 1999).

This diversity in interpretation has resulted in disagreements over what constitutes workplace aggression. Some scholars focus exclusively on direct, violent actions (Baron & Neuman, 1996), while others emphasize nonphysical behaviors such as verbal abuse and disrespect (Andersson & Pearson, 1999). The role of intentionality further complicates the discussion, with some definitions restricting workplace aggression to deliberate acts (Baron & Neuman, 1996) and others considering ambiguous or indirect behaviors as part of the phenomenon (Baron & Richardson, 1994; Huesmann, 1994).

Despite these differences, many agree on the shared impact of such behaviors. Research highlights that all forms of workplace aggression undermine the well-being of the target, disrupting essential psychological needs like self-esteem, belonging, and stability (Aquino et al., 2009). Raver and Barling (2008) stress the importance of developing consistent terminology and metrics to advance research in this area. In light of these insights, this study adopts the comprehensive term "Workplace Aggression" to encompass the range of related constructs.

1.2 Operational Definitions

1.2.1 Workplace Violence and Aggression

Aggression refers to behavior intended to harm, intimidate, or assert dominance over another individual. It can be direct or indirect, proactive or reactive, and may not always result in physical harm. Aggression often stems from emotional triggers, such as frustration, anger, or a desire to control, and can manifest in various forms, including verbal insults, threats, or passive-aggressive actions. (Bandura, 1973; A.

H. Buss, 1961; Raver & Barling, 2008; Schat & Kelloway, 2003) and the term "violence" is a subset of aggression characterized by the intentional use of physical force or power, whether threatened or actual, against oneself, another person, or a group. It is aimed at causing physical harm, injury, or death and can also include actions that result in psychological trauma or damage to property. Violence is typically more extreme and overt than aggression, involving a direct and tangible impact, this distinction is in line with Pruitt (2008). As per United Kingdom Safety and Health Executive "workplace violence and aggression are any incident in which a person is abused, threatened or assaulted in circumstances" relating to their work¹. The place where the assault happened "includes but not limited to, the buildings, and surrounding perimeters, including the parking lots, field locations, their homes and traveling to and from work assignments" etc.²

Pruitt (2007) defined Violence in Terms of Micro and Mega Violence. Where Mega Violence includes "extreme violent outcomes such as threats, assaults and homicides", Micro Violence includes aggressive and physical "behaviors that do not meet the threshold of mega violence but are significant enough to policy, justice or ethical considerations".

For the purpose of the study we shall use the term "aggression" more commonly, as it refers to a larger notion that includes violence as well as any direct and indirect acts that are meant to harm others, whether physically emotionally or psychologically (Rivlin, 2001)

1.2.2 Conflict

Conflict is a state of disagreement or discord that arises when individuals or groups perceive a clash of interests, values, goals, or needs. It can occur in various contexts, such as interpersonal relationships, organizations, or between larger groups or

¹ Work related violence. United Kingdom, health and Safety Executive. • www.hse.gov.uk/violence/ • ; May 31, 2008 Assessed on 12/10/2021 at 10:14pm.

² Workplace Violence Prevention. OSHA. • www.osha.gov/dcsp/ote/trng-materials/wp-violence/wpvhealth.pdf • ; May 31, 2008 Assessed on 12/10/2021 at 10:30pm

nations. (Rivlin, 2001).

1.2.3 Conflict Escalation

When the individual in conflict initiates an aggressive approach or increases the intensity of their confrontational strategies, conflict escalates. Escalation is one way of dealing with conflict (Spector, 1978). Escalation sequences are sometimes unilateral, with Party doing all the escalating in response to persistent annoyance from other. For example, the chair of a meeting that has gone astray might first suggest, "Let's get back to the topic," then demand, "Come on guys, let's talk about the topic," and finally get angry and pound on the table. Most escalation sequences are bilateral, though, with both sides escalating in tandem. Bilateral escalation involves a conflict spiral, in which each side's escalation is a response to the other's most recent escalation-in other words, a vicious circle of blow and counterblow (A. H. Buss, 1961).

1.2.4 Organization Culture

Organization Culture is defined as a collection of values, expectations, and practices that guide and inform the behavior of individuals in the organization (Greenberg & Barling, 1999). It is the organization's atmosphere that affects and influences everyone in it. Hence, the organizational atmosphere can either diminish the possibility of Violence or, on the contrary, encourage it.

1.2.5 Conflict Management Climate

CCM (conflict management climate) can be defined as employee perception that the interpersonal conflict are handled fairly in the organization (Baron et al., 1999) it is not about individual conflict management style, rather their belief that their management would apply conflict management procedures to solve their problems (LeBlanc & Barling, 2003).

1.3 Forms of Workplace Aggression

Aggression in the workplace spans the gamut from overt, easily recognizable behaviors to covert, more subtle methods aimed at causing harm. These behaviors, whether overt or well-hidden, can significantly disrupt workplace dynamics and negatively impact individuals and organizations alike.

While overt aggression takes the form of physical fighting, verbal battles, striking, and organized work slowdowns that are highly visible, acts of covert aggression, on the other hand, though much more inconspicuous, are just as pernicious. Underhanded tactics include sabotage, theft, and withholding of crucial information, which, to a large extent, often turns out to be tough to unearth.

Some theorists, like Leymann (1996) and the theory of Stouten et al., (2010) specify a multitude of categories for workplace aggression because each one focuses on one distinctive variety. **Overt Aggression** mainly exists between clear acts, such as the physical assault of vandalism. Some property may be destroyed when aggressive urges are overcome with emotion because it can be more directly recognizable and documented.

Expressions of Hostility focus on the hostile verbal or symbolic acts, including things such as yelling, put downs, and passive-aggressive behaviors such as giving the "silent treatment." These acts are not as physical but build a climate of fear and hostility in others and generate a great deal of resentment and anxiety.

Finally, **Obstructionism** involves deliberate attempts to obstruct other person in fulfilling his or her work including refusal to provide necessary resources, running down critical timetables, or giving inaccurate information to derail the efficiency and effectiveness.

The multidimensional aspect of workplace aggression makes it complex to resolve. Whereas overt forms of aggression are usually immediately responded to by

organizations because they are visible, covert behaviors may persist unchecked and wear away trust and collaboration over time. These various forms of aggression point to the pervasive and insidious nature of workplace conflict, requiring deeper understanding of how such behaviors manifest and propagate within professional environments. By recognizing these classifications, the dynamics of workplace aggression, with all its causes and far-reaching consequences, are a lot easier to understand in general by researchers and organizations alike.

1.4 Types of Workplace Aggression

Workplace aggression is classified under 4 categories basis offender-target dynamic. These categories underline the different roots and manifestations of aggression in work settings, pointing to a need for nuanced methods of understanding and addressing behaviors.

Type I: External Criminal Aggression

This type of aggressor has no previous association with the workplace or the target. Aggressor approaches the workplace for the sole purpose of committing a crime, such as robbery or theft. Workers who regularly handle cash or deal with the public are the most prone to this form of violence, including taxi drivers, retail workers, and bank employees. What makes Type I aggression, in particular, very worrisome is its randomness and unpredictability; the causes of Type I aggression are usually from larger societal problems, not from workplace issues. Type I aggression requires more enhanced security measures and prevention programs to safeguard the employees against external dangers.

Type II: Customer-Related Aggression

Type II aggression involves violence in which the perpetrator is a customer, client, or patient. Caregiving sectors like hospitals, NGO's, Education Institutes, and

customer service etc. generally becomes the target. Aggression could usually manifest from dissatisfaction, frustration, or some unmet expectations of the customer. For example, doctors and nurses may become subject to abuse in life-or-death situations of the patient. Aggression of this nature highlights the emotional and psychological demands placed on employees in service-type jobs, where the management of interpersonal interactions is often a central part of their work.

Type III: Internal Aggression by Employees

This refers to acts by a present or past employee of the organization. This type of aggression is not industry-specific, as it can happen in any workplace. It usually arises due to perceived grievances, interpersonal conflicts, or perceived injustice within the organization. Factors contributing to Type III aggression include individual behaviors, such as alcohol consumption, by the victim (Einarsen & Einarsen, 2021) and organizational factors, such as perceived unfairness or lack of support (Raver, 2013; Raver & Barling, 2008). This type should concern organisations because it directly reflects internal dynamics, culture and management of the workplace.

Type IV: Aggression by Known Individuals

In Type IV violence, the perpetrator of violence is personally related with employee, maybe spouse or family, or another known person. It can be very personal, bringing an employee's personal life into the workplace, which sometimes is difficult for organizations to know how to handle. For instance, domestic violence incidents can spill over into the workplace, posing a threat to the individual directly involved as well as to coworkers and the overall work environment. Type IV aggression underlines the areas where personal and professional life intermingle, thus organizations should be aware of the external threats that seep into the workplace.

Given the complexity of developing a unified theoretical framework to explain all the aforementioned types, this research focuses specifically on Type III—acts originating within the organization. This is influenced by organizational policies, workplace culture, and climate. Since internal dynamics are within the control of an organization, unlike external influences such as societal issues or genetic predispositions, internal dynamics are a very key area for intervention. The ability to address these environmental triggers—for instance, perceived injustices, lack of communication, or toxic workplace cultures—can go a long way in reducing the incidence of internal aggression (LeBlanc & Barling, 2003).

An understanding of the subtle differences among those categories will help in the formulation of strategies for mitigating workplace aggression. While external factors, like societal violence or predispositions, are beyond the sphere of influence of an organization, internal dynamics do provide a more palpable starting point for making the workplace a safer and more harmonious place.

1.5 Motivation for Research

A shocking and tragic news headline catalyzed this study

“Tata Steel senior manager shot dead by former employee in Faridabad”³

Having worked in organization and knowing both the individuals involved, the news was both a personal loss and a professional revelation. Tata’s an organization revered for its progressive human resource practices, has long been a benchmark for fostering industrial harmony. Its core philosophy emphasizes the welfare of the laboring class as a primary responsibility of the employer. The Tata Code of Conduct (TCOC) and its supporting policies, such as the “Safety Council”,

³ <https://www.ndtv.com/cities/tata-steel-manager-shot-dead-in-faridabad-allegedly-by-former-employee-1945077#:~:text=A%20senior%20executive%20of%20Tata,allegedly%20by%20a%20former%20employee.&text=Vishwash%20Pandey%2C%2032%2C%20then%20escaped,a%20subsidiary%20of%20Tata%20Steel>
Accessed on 11/06/2021 at 12:10pm.

“Welfare Committee”, “Whistleblower Protection Committee”, “Sexual Harassment Committee”, and “Grievance Cell”⁴ demonstrates the organization's dedication to fostering a secure and inclusive work environment.

Yet, with such powerful mechanisms in place, such a heinous act of violence still occurred. This brings us to the fundamental question: What went wrong? Is workplace violence inevitable? These questions thus laid the foundation for further investigation into workplace violence and aggression, an issue no organization can afford to take lightly.

The grim reality is that no workplace wants to be associated with violence, aggression, or unsafe conditions. However, statistics paint a different picture. In 2019 alone, the U.S. reported 444 workplace homicides, including shootings, stabbings, beatings, and other forms of violent acts. An environment that has already been habituated to verbal abuses, shouting, and physical altercations is already standing on the brink of violence. Just one perceived act of injustice in such an environment can spark a chain reaction that leads to catastrophic outcomes. Whereas many such incidences have made to the news headlines driving everyone's attention, they have failed to compel most organisations to investigate into the 'deep causes'; the findings are often superficial, shallow, and do not adequately address the issues at their root. Unless the underlying dynamics leading to an episode of workplace aggression are understood, interventions may not amount to anything other than superficial gestures.

The issues of studying and dealing with workplace aggression have become more and more urgent during the last years. Aggression and violence started to grow more and more in every field during the COVID-19 pandemic. Research shows that domestic violence has significantly increased (Bourgault et al., 2021; Piquero et al., 2021), as well as incidents in healthcare settings (Brigo et al., 2022; Eduardo et al., 2020), violence against children (Pereda & Díaz-Faes, 2020), and the purchase of

⁴ <https://www.tsdp.in/pdf/Tsdp%20cop%20-%202016%20-17.pdf>

firearms (Kim & Phillips, 2020; Peña & Jena, 2021; Schleimer et al., 2021). These trends reflect a societal undercurrent of panic, frustration, and bottled-up anger that can spill easily into the workplace.

Add these volatile emotions to workplace cultures that tolerate aggression and disregard civility, and the potential for violence grows. If these cultural and emotional triggers are not addressed by an organization, it will surely create an environment in which aggression is not a possibility but an eventuality. It is a challenge, then, to recognize such warning signs and take necessary steps in advance to prevent such tragedies. The study will try to add to that understanding by looking at the complex, multifaceted nature of workplace violence and aggression.

1.6 Research Problem

Research has shown that aggression is often closely tied to the escalation of interpersonal conflicts in the workplace (Rizkalla et al., 2008). These conflicts can be made worse by a toxic work environment, where negative behaviors are allowed to fester, and a lack of effective leadership intervention (Cao et al., 2022). This highlights just how crucial the workplace is when it comes to preventing aggression. A work environment that fails to manage interpersonal conflicts properly can quickly spiral into tension, frustration, and even aggression (Neuman & Baron, 1998).

When conflicts are not addressed early on, they can grow into larger problems. Research has shown that use of proper conflict resolution strategies can prevent issues from escalating and reduce the chances of harmful outcomes like workplace aggression (Björkqvist, K., Österman, K., & Hjelt-Bäck, 1994; Kisamore et al., 2010). In this study, we argue that if conflicts are left unresolved, they can escalate into aggression, as individuals may act out their frustration or seek release through aggressive behaviour. This lays the groundwork for our belief that unresolved conflict is often the precursor to aggression, rather than the other way around.

Our study explores the idea that fostering a positive conflict management climate within organizations could be key to preventing conflicts from spiralling into aggression or even violence. We aim to pinpoint the organizational elements that fosters a healthier, more supportive work environment, where negative dynamics are minimized. Ultimately, this research will examine whether an organization's approach to conflict management can prevent incidents of aggression and violence, creating a safer and more productive workplace for everyone.

1.7 Objectives of the Study

We aim to explore the complex relationships between various organizational factors and workplace aggression. By examining key elements such as workplace conflict, organizational culture, and the conflict management climate, we are looking forward to uncover the factors contributing towards aggression within the workplace. The research objectives are designed to understand the interactions and mutual influences of these elements, ultimately helping organizations develop strategies to reduce aggression and foster a more positive work environment.

The research objectives are as follows:

1. To analyze the relationship between workplace conflict and workplace aggression.
2. To investigate the relationship between organizational culture and workplace aggression.
3. To examine the impact of the conflict management climate on workplace aggression.
4. To explore how organizational culture influences the relationship between workplace conflict and aggression.
5. To assess the effect of conflict management climate (CCM) on the relationship between workplace conflict and aggression.

1.8 Research Questions

Research questions aim to direct the investigation into the intricate relationships between workplace conflict, organizational culture, conflict management climate, and workplace aggression. By addressing these questions, the study seeks to uncover how these factors interact and contribute to the occurrence of aggression in the workplace. The answers will give valuable insights as how organizations shall effectively manage conflict and aggression, promoting a healthier and more productive work environment.

The research questions are:

- RQ1. Is there a direct correlation between conflict and aggression in the workplace?
- RQ2. Does organizational culture correlate with workplace aggression?
- RQ3. Does the conflict management climate correlate with workplace aggression?
- RQ4. Does organizational culture influence the relationship between workplace conflict and aggression?
- RQ5. Does the conflict management climate (CCM) affect the relationship between workplace conflict and aggression?

1.9 Sections and Chapters

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Analysis, Results and Discussion

Chapter 5: Implications, Limitations, Direction for future scope and Conclusion

Bibliography

Annexures

CHAPTER 2

LITERATURE REVIEW

2 REVIEW OF LITERATURE

This section includes the literature review on workplace aggression and its linkage with organization culture and conflict management climate. We also sought to discover relevant studies to assist our research effort. Journals, PhD theses, M.Ed. theses, seminar papers, journals, periodicals, and newspapers published in India and overseas were included in the evaluation of the relevant work. Review focused on workplace aggression (WPA), workplace violence (WPV), workplace Conflict (WC), Conflict management climate (CCM) organization culture (OC), conflict escalation (CE) and cognitive appraisal (CA).

2.1 Search Database:

For this literature review, the Scopus database has been utilized. Scopus is the world's largest multidisciplinary database, with extensive coverage in social sciences, making it highly suitable for this study.

2.2 Search string:

Following keywords were used to find study references (Cebrino & Cruz, 2020)

"Occupational violen" "occupational agress" "occupational bullying"
"occupational intimidation" "occupational disturb" "occupational pester"
"occupational sexual harass" OR "occupational harass" "occupational abus"
"occupational hostil" "occupational offen" "occupational extort" "occupational threat"
"occupational assault" "workplace violen" "workplace agress" "workplace bullying"
"workplace intimidation" "workplace disturb" "workplace pester"
"workplace sexual harass" "workplace harass" "workplace abus" "workplace hostil"
"workplace offen" "workplace extort" "workplace threat" "workplace assault"
"work-related violen" "work-related agress" "work-related bullying"
"work-related intimidation" "work-related disturb" "work-related pester" "work-related sexual harass"
"work-related harass" "work-related abus" "work-related hostil" "work-related offen"
"work-related extort" "workrelated threat" "work-

related assault" "work-related physical violence*" "work-related physical abuse*" "work-related psychological abuse"

As discussed before the literature on aggression and violence is full of different constructs often representing the same phenomenon. Following are few of the most commonly used terms to depict workplace aggression and violence in literature.

Source:

Scopus



Fig 2.1- Commonly used terms

Year wise studies done in the area of workplace aggression and violence using different terminology and phenomenon are as such.

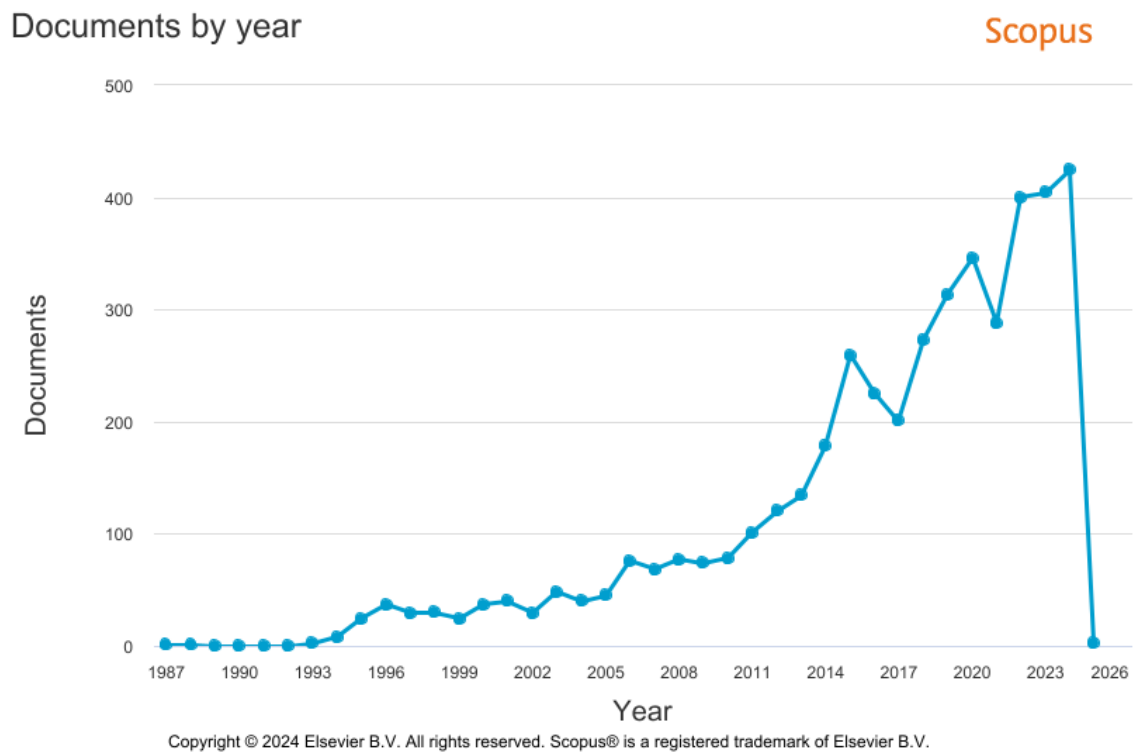
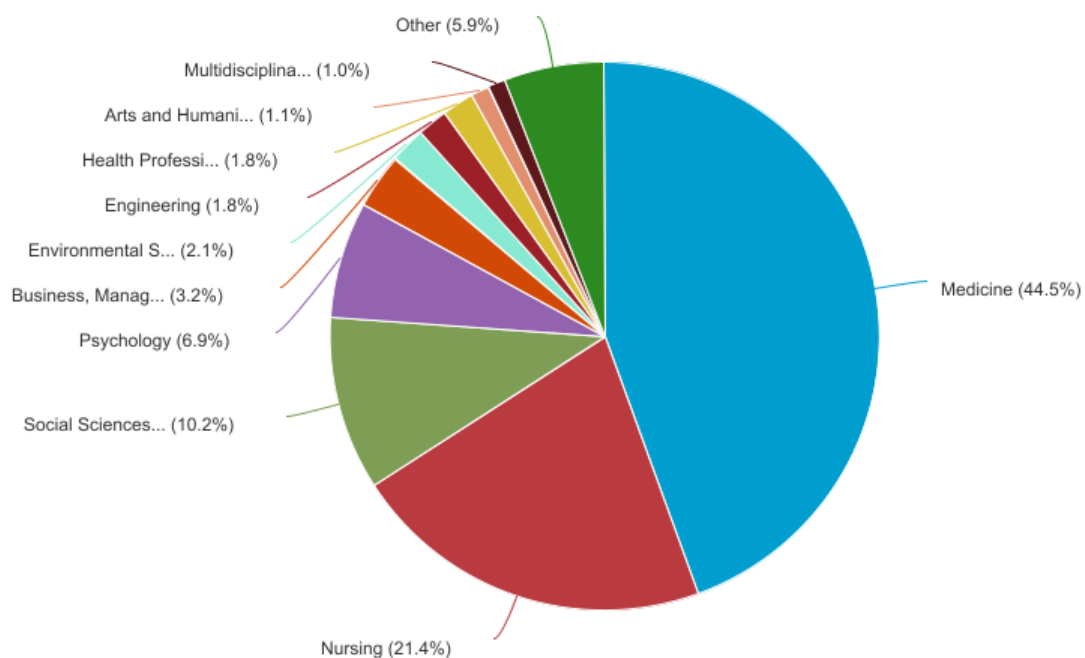


Fig 2.2- Year wise studies trend

Documents by subject area

Scopus



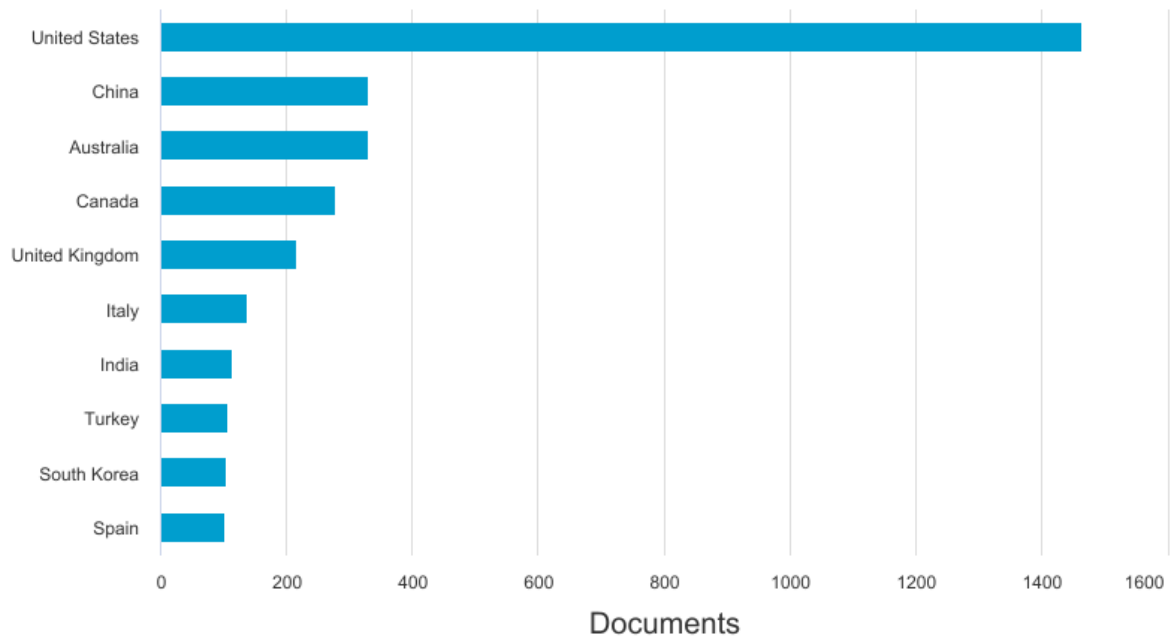
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Fig 2.3- Subject area wise studies trend

Documents by country or territory

Scopus

Compare the document counts for up to 15 countries/territories.



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Fig 2.4. country wise study trend

2.3 An Overview of the Literature Review

The traces of researches in the field of Violence and Aggression can be seen from 60's which started with the buzz word "Organization Frustration" (Day & Hamblin, 1964; Spector, 1975) and "Aggression" (A. H. Buss, 1961; Williams & Vantress, 1969) moving on to harassment (Leary-kelly et al., 1995), violence (Toscano, 1996), Workplace Incivility (Andersson & Pearson, 1999), Counter Productive Work behavior (Spector et al., 2006), Bullying (Van de Vliert, 2010), Workplace Hostility (Selden & Downey, 2012) and so on. Despite of definitional differences according to Raver and Barling (2008) there is a great overlap between the various constructs that have been studied to define the negative acts and research has demonstrated nearly identical correlates across them. Although all these constructs pose serious concerns for the organizations, focus area for this work will be upon Workplace aggression and will stick to the definition given by (Neuman & Baron,

2005)

“Any form of behavior directed by one or more persons in a workplace toward the goal of harming one or more others in that workplace (or the entire organization) in ways the intended targets are motivated to avoid”

Aggression has been referred as a larger notion that includes violence as well as any direct and indirect acts. It has been studied from the point of view of both the targets and perpetrators (D. M. Buss & Shackelford, 1997). By definition aggression covers indirect behaviors which may be non-physical in nature, which make them difficult to identify (Julian Barling, 2017; Baron & Neuman, 1998; Harris & Ogbonna, 2012; Homans, 1961; Spector, 1978). Media coverage of severe forms of workplace aggression and violence highlights the criticality of the subject, it may unknowingly shift the attention away from the primary danger (Braverman, 1998) as other covert forms of aggression go unreported and unattended setting stage for the outburst.

2.4 Perspectives of Studying Workplace Aggression

Workplace Aggression and Violence has been studied from various Perspectives to understand the phenomenon and suggest remedies. According to Neuman and Baron- “Aggression; like other forms of complex behavior, stems from the interplay of a wide range of social, situational, and personal factors”. These factors have been studied from different perspectives to establish relationship among them.

2.4.1 Target and Perpetrator

According to Neuman and Baron’s (2005) "efforts by individuals to harm others within their organization that the target is motivated to avoid—implies that a target of workplace aggression is an individual who has been intentionally harmed by another individual”. Research on Targets has been done from the perspective of (1) Effect on Targets (2) Personality Characteristics and (3) Target Perpetrator relationship. Studies shows that Co-worker initiated violence and aggression affects target’s emotional well-being, psychosomatic wellbeing and organizational affective commitment (LeBlanc & Kelloway, 2002) feeling of burnout and turnover

intentions (Duan et al., 2019; Najam et al., 2018), depression and absenteeism (Boudrias et al., 2021), anxiety and anger, poor job performance, greater neglect and cognitive difficulties (J. Barling et al., 2001) .

Research on workplace aggression has explored how both victim and perpetrator characteristics contribute to the occurrence of such behaviors. According to Aquino (1999, 2009) and Tepper et al., (2006) confrontational and difficult colleagues are more likely to be the targeted. Hostile attribution bias (Aquino & Lamertz, 2004), emotional stability (Coyne et al., 2003), resource management abilities (Qian et al., 2017), and social adaptability skills (Mackey et al., 2013) have been associated with being victimized (Aquino & Thau, 2009). According to studies power relationship between Victim and perpetrator (Selden & Downey, 2012) moderates the aggressive outcomes.

Study on Perpetrator of workplace aggression has been done from the point of understanding-Who is more likely to explode? Personal characteristics such as personality traits, attitudes, and genetic predispositions are related to an individual's preparedness to aggress (Anderson & Bushman, 2002; Singh et al., 2023; Singh et al., 2021). Blame attribution bias (Beugré, 2005b, 2005a), dispositional hostility (Douglas & Martinko, 2001), history of aggression and alcohol abuse (Greenberg & Barling, 1999) and Type A Behavior Pattern (Neuman & Baron, 1998) are some of the commonly referred predictors in WPA literature. Person-organization factor interaction such as job insecurity and addiction (Keenan & Newton, 1984) also emerged as key predictors of aggression. These findings suggest that workplace aggression is influenced by personal traits as well as by organizational and environmental dynamics.

2.4.2 Observer

According Bowes-Sperry and O'Leary-Kelly (2014) being a first-hand witness has a stronger impact compared to merely hearing about it, firsthand observers are likely to exhibit a broader spectrum of reactions. They developed a framework for understanding how observers intervene in workplace sexual harassment, categorizing responses based on two key dimensions: the timing of the intervention

(how soon after the incident the observer reacts) and the depth of involvement (observer engagement in addressing the situation). Reporting the harassment was identified as one of the potential actions an observer might take.

Workplace aggression is not just a phenomenon between two individuals or groups; it often draws in others, whether intentionally or unintentionally (Aquino & Lamertz, 2004). People may take sides, and different perspectives emerge as a result. Even those who have no direct involvement in the conflict can still be affected by its occurrence. Observers often experience stress, strain, and a growing sense of fear about potential future violence, as well as uncertainty about the situation (Rogers & Kelloway, 1997; Schat & Kelloway, 2000).

2.4.3 Theoretical Perspectives

Cognitive Appraisal Theory, developed by psychologist Richard Lazarus, suggests that our emotional responses to events are influenced by how we interpret or appraise those events. According to the theory, when we encounter a situation, we assess its significance to our well-being. This evaluation is done through two stages: primary appraisal, where we determine if the event is irrelevant, benign-positive, or harmful. After determining the situation to be threatening or demanding, individuals then engage in various coping strategies to manage the stress, a process referred to as secondary appraisal. At this stage, they decide on the best approach to address the stressor. Hence, the way we perceive and interpret events plays a crucial role in how we feel and react to them.

Basis the theory, Eustress is said to mediate workplace bullying and workplace behavior relationship (Majeed & Naseer, 2019). Esteves and Gomes (2013) explained the phenomenon behind work stress, exhaustion and depression using Cognitive appraisal. According to Munobwa et al., (2021) just an outside stressor like a harsh comment from a colleague, on its own, doesn't necessarily pose a threat. Rather, an individual's principles, views, personal obligations, and external circumstances (including resources, pressures, and limitations) interact to determine whether the stimulus is perceived as a threat. On the other hand just a Breach of trust or Expectancy violation can lead to anti citizenship and deviant

behaviors (Bordia et al., 2008).

2.4.4 Business and Management Perspective

Prevention of Workplace Violence and Aggression has been studied from business perspective offering remedies and interventions. Zero Tolerance Policy (Beugré, 2005b), Risk Assessment, Response Team, Threat Identification, assessment and management, communication and training has been suggested as remedies for aggression at workplace (Wilkinson, 2001). Screening and selection (Anfuso, 1994; Kaupins, Gundars; Coco, Malcolm; Cope, 1998; Mantell, 1994) Employee Assistance programs (Anfuso, 1994; Nalla; et al., 1996), warning flags (Drummond et al., 1989), counseling, training (Beugré, 2005b) and support group programs (Flannery, 1996) have also been suggested as prevention techniques.

In recent years, emerging technological solutions such as AI-driven mediation and virtual dispute resolution have gained attention as innovative management strategies for addressing workplace aggression in remote and hybrid work environments (Quiroga, 2024). Research suggests that AI-powered conflict resolution models can enhance organizational dispute management by improving decision-making, reducing bias, and streamlining virtual mediation processes (Candeias, 2023a).

It is notable that while numerous managerial and behavioral strategies have been proposed to prevent workplace violence, there is limited empirical evidence assessing their effectiveness.

Apart these perspectives the existing work on aggression can be categorized in the areas of a) Causes and b) Effects and c) Influencers.

2.5 Causes- Predictors of Workplace Aggression

Several social, situational and personal factors have been identified to predict workplace aggression. Leadership style like punitive style of supervision, authoritarianism and hostility, abusive supervision (Day & Hamblin, 1964; Meer, 1955; Siegel, 1956) leads to frustration and aggression. Work conditions like hot temperatures (Anderson & Anderson, 1996), noise, poor lighting (Neuman &

Baron, 1998) are associated with increase in aggressive behaviors. Individual factors like Internal and external control (Williams & Vantress, 1969), blame attribution bias (Beugré, 2005b, 2005a), dispositional hostility (Douglas & Martinko, 2001), history of aggression and alcohol abuse (Greenberg & Barling, 1999) and Type A Behavior Pattern (Neuman & Baron, 1998) also predict workplace aggression. Organizational factors like Transformation (Baron & Neuman 1996), “Poor-Communication” (Waldia & Singh, 2021) electronic monitoring and instability (Julian Barling, 1996) “perceived injustice” (Beugré, 2005a; Kennedy et al., 2004; Mark J Martinko & Zellars, 1998; Spector, 1975); “culture of silence” (Munobwa et al., 2021) and “Organization Safety Climate” (Prussia et al., 2003) supports aggression.

Research have also shown the interaction between various predictors to predict aggressive behavior. Chen and Spector (1991) observed that work stressors and situational constraints correlate positively and significantly to frustration. Greenberg and Barling (1999) studied the interactional effect of personal behavior and workplace factors like alcohol consumption, procedural justice and workplace surveillance. Keenan and Newton (1984) studied the contribution of workplace environment, job pressure, and networking to increase level of organizational frustration. Munobwa et al., (2021) suggested that personal values, beliefs and environmental factors interplay determines the appraisal as threat or not.

Remote work, cross-cultural dynamics and influence of digital communication often leading to misunderstandings, conflict, and workplace aggression. Different cultural backgrounds shape communication styles—some cultures prefer direct and explicit messaging, while others rely on implicit, contextual cues (Richard et al., 2019) leading to challenges in conflict resolution. Digital communication exacerbates this issue by stripping away non-verbal cues such as tone, facial expressions, and gestures, making messages more prone to misinterpretation (Pacheco, 2024). Digital communication is studied to intensify cyberbullying fostering greater interpersonal aggression, especially in workplaces where leader-member exchange differentiation is high (Akram et al., 2022).

Study by Kompella (2022) emphasizes that the nature of remote work and reliance on digital communication can intensify workplace bullying, as the lack of in-person interactions heightens psychological strain and misunderstandings, which may contribute to conflicts and aggressive behavior among employees from different cultural backgrounds. Work-related and social-related social media use may impact employee wellbeing (Bodhi et al., 2024) which may influence how workplace conflicts are managed and perceived.

2.6 Effects- Outcomes of Workplace Aggression

Consequences of experiencing aggression at work can be personal and/or organizational. LeBlanc and Kelloway (2002) demonstrated that aggressive behaviours from colleagues' effects individuals emotional and psychosomatic wellbeing and their attachment and identification with the organization but has no effect on fear of future violence and turnover intent as was in case of public initiated aggression. Research on workplace aggression highlights its profound impact on employees' mental and physical health. For instance, workplace bullying has been linked to depression and increased absenteeism (Boudrias et al., 2021; J. Barling et al., 2001). Similarly, sexual harassment is often associated with heightened anxiety and anger, while abuse correlates with sleep disorders (Morten B. Nielsen et al., 2020). Harassment has been found to contribute to the development of Post-Traumatic Stress Disorder (Björkqvist, K., Österman, K., & Hjelt-Bäck, 1994), and workplace stress has been identified as a precursor to violent incidents (Munobwa et al., 2021).

It is clear from various studies that the effect of co-worker initiated or employee to employee aggression has different effects and outcomes in comparison with Outsider initiated aggression LeBlanc & Kelloway (2002) in their study suggested that outsider initiated aggression is taken as a function of occupation which lead to fear of aggression in future and associated with turnover intent while co-worker led aggression affects wellbeing and affective commitment, also supported by Schat & Kelloway (2003). This research highlighted two very important aspect of co-worker-initiated aggression 1) Victims of coworker violence think that their

workplace can avert it, when these individuals are subjected to hostility from coworkers, they may blame the organization. 2) Prolonged contact of victim and perpetrator in case of co-worker-initiated violence could impact victim's well-being. Various researches has established that covert form of aggression is more prevalent in the organizations and such forms are easily ignored, left unreported and unresolved leading to severe forms of aggression or violence (Baron & Neuman, 1996, 1998; Fox & Spector, 2006; Harris & Ogbonna, 2012; Neuman & Baron, 1998; Skarlicki & Folger, 1997).

2.7 Influencers- Moderators and Mediators of these Outcomes

Day and Hamblin (1964) demonstrated that self-esteem moderates the association of style of supervision and aggression in a way that for people with high self-esteem the association is weak. Locus of control moderates the relationship between perceived frustration and counterproductive behavioural reactions (Storms & Spector, 1987). Expectation of punishment also mediates the aggressive outcome as covert or overt (Spector, 1978). Feedback avoidance, critical thinking, resource management abilities (Qian et al., 2017) and social adaptability skills (Mackey et al., 2013) is found to moderate the association of abusive supervision-job dissatisfaction relationship such that people with high critical thinking, resource management and social adaptability skills experience less negative attitude towards abusive supervision. Organizational support plays a critical role in mitigating the adverse effects of workplace aggression (Schat & Kelloway, 2003). Political skills and self-monitoring traits are antecedents to engage in uncivil behaviors if exposed to significant interpersonal conflict at work. This suggests that these traits can influence how interpersonal conflict translates into violent behaviour, acting as a buffer in such situations (Kisamore et al., 2010). Similarly, a desire for revenge has been identified as a key factor that fully mediates the relationship between workplace loafing and counterproductive work behaviors (Hung et al., 2009). Additionally, effective conflict management climate has been shown to moderate the link between job demands and workplace bullying, reducing the likelihood of

such negative interactions (Zahlquist et al., 2019). Trust also serves as a partial mediator in enhancing positive employee relations, bridging gaps in organizational justice and conflict management (Sahoo & Sahoo, 2019).

2.8 Critical Analysis of Gaps in Existing Research

The above findings underscore the substantial focus researchers and practitioners have placed on understanding various forms of negative workplace behaviors. However, a review of recent studies on workplace aggression reveals a lack of integration with broader organizational conflict theories (Pruitt, 2008). From an employee's perspective, interpersonal conflict is a pervasive source of stress and strain, often leading to detrimental effects on health and overall well-being (Spector & Bruk-Lee, 2008). Regular exposure to interpersonal conflict at work can prompt employees to retaliate or act out against others within the organization (Santanu Sarkar, 2015).

Conflict in the workplace encompasses a wide range of interpersonal mistreatments, including bullying, aggression, and harassment, as described by Raver (2013). A stark example of workplace conflict escalating to violence occurred at the Maruti Suzuki India Limited plant in Manesar. In July 2012, tensions between workers and management culminated in a violent outbreak, resulting in one fatality and multiple injuries (BBC, July 19, 2012). Sarkar's (2015) study of such extreme incidents of workplace violence identified patterns of unresolved discord preceding these events. These acts were not isolated but were preceded by warning signs, akin to tremors before an earthquake. Repeated conflicts and disputes were evident, yet management's failure to acknowledge and address these grievances exacerbated the situation. Instead of resolving underlying issues, the management's continued alienation and suppression of workers' concerns ultimately fuelled the escalation to violence.

Raver & Barling (2008) were the first one to include conflict among the various dark sides of the workplace constructs. Often in day to day work life it is seen how

conflict over issues like non-sanction of leave or not wishing with a smile takes a wrong turn, drawing more parties into it and gets converted in fights and abuse. Given these gaps, it is important to look into aggression from the lens of conflict to understand how conflicts escalate into aggression and how an organization can prevent such escalations. It is evident from literature that not all conflict turns into episodes of aggression but this work is based on the hypotheses that each act of aggression is escalated from an unmanaged conflict. There are various benefits of looking at workplace aggression as escalated conflict. Firstly, conflict looks simpler and manageable (Katz & Flynn, 2013). Secondly, availability of vast literature in the area of conflict and conflict resolution and its positive outcomes (Raver and Barling, 2008) provides deeper understanding of the topic. Lastly, most of the organizations have already established systems for conflict management like grievance procedures, speak up programs etc. (Howard, 2001). What is required to be done is looking into the process and implementation loopholes. Hence, Conflict management can be an effective primary intervention strategy for workplace aggression and violence.(Hamre et al., 2021; Kowalenko et al., 2005)

2.9 Literature Review Table

Table 2.1- Literature Review Summary

S.no	Title	Author	Year	Objective of Paper	Findings	Future Direction/Limitations in Study
1	“Some effects of close and punitive styles of supervision”	Robert Hamblin and Robert Day	1964	<i>“To establish that close and the punitive styles of supervision result in increased aggression”</i>	When individuals with low self-esteem are subjected to close monitoring, they are more likely to exhibit aggressive behavior toward their supervisors compared to those with high self-esteem. Participants experience some displacement under close supervision, which causes them to act more aggressively toward their co-workers rather than the supervisor.	Study done on women only. Only close and punitive style of supervision was studied as trigger for aggression
2	Relation Between Internal-External Control and Aggression	Christene Blanton Williams & Florence E. Vantress	1969	<i>“To determine the relationship between scores on the I-E Scale and scores on a measure of aggression”</i>	internal-external control +vly affects aggression	Only Individual factors (internal and external control) were studied for aggressive outcomes

3	“Relationships of Organizational Frustration with Reported Behavioral Reactions of Employees”	Paul E. Spector	1975	<i>“To measure frustration in an organizational setting and to examine some correlates of such frustration”</i>	Frustration is closely associated with the factors of interpersonal hostility and complaining. This encompasses behaviors such as making complaints to both suitable and unsuitable individuals, making derogatory remarks, and engaging in dismissive or ignoring actions.	Studied frustration as antecedent of covert/overt aggression, role of conflict management or organization climate not covered
4	“Organizational frustration: a model and review of the literature”	Paul E. Spector	1978	<i>“Develop a model of organizational frustration and its behavioral effects, including increased and decreased job performance, organizational aggression (e.g., sabotage, strikes, work slowdowns, and stealing), absenteeism and turnover”</i>	Frustration offers an alternative perspective on the impacts of job-discontent, perceived unfairness, and involvement in institutional reform.	The study of the precise circumstances that lead a person to select one of several potential responses

5	Frustration in organizations: Relationships to role stress, climate, and psychological strain	A. KEENAN* AND T. J. NEWTON	1984	<i>“Investigate the relationships between environmental frustration and psychological strain. Study (organizational climate, social support, role stress and supervision of manual workers) with the level of environmental frustration”</i>	Self-reported frustration was linked to dependent variables such as anger reactions, latent hostility, job dissatisfaction, and, to a lesser extent, work-related anxiety. Factors like organizational climate, role stress, and social support significantly influenced the level of environmental frustration.	Relationship between organizational climate and social support with frustration is studied but how level of frustration can be reduced through such factors is not covered.
6	Relationships of organizational reactions: The moderating effect of locus frustration with reported behavioral of control	PHILIP L. STORMS* AND PAUL E. SPECTOR	1987	<i>“To examine the influence of organizational frustration and locus of control on emotional and behavioral reactions to frustrating conditions.”</i>	Individuals with an external locus of control are more likely to exhibit counterproductive behavior in response to frustration compared to those with an internal locus of control.	more research required on understanding of effects of frustrating conditions on organization behavior
7	Frustration-Aggression Hypothesis; Examination and Reformulation	Leonard Berkowitz	1989	<i>“Examines the Dollard et al. (1939) frustration-aggression hypothesis”</i>	Frustration arises from the failure to achieve an anticipated gratification, rather than simply experiencing deprivation. Aggression may sometimes occur, particularly when the obstruction is socially justified or not perceived as a personal affront.	Does not cover organization factors as prevention of frustration and aggression

8	Psychological Aggression Predicts Physical Aggression in Early Marriage	Christopher M. Murphy and K. Daniel O'Leary	1989	<i>"To investigate whether Individuals' own levels of psychological aggression would predict their first instances of physical aggression in early marriage and to predict who would become physically aggressive"</i>	Individuals' psychological aggression was found to predict their initial instances of physical aggression within marriage, highlighting a progression from psychological to physical aggression during the early stages of marriage.	First, some researchers have criticized the CTS as a measure of spouse abuse or battering, because it captures only the aggressive behaviors and ignores the context, motivation, and consequences of the aggression (e.g., Bograd, 1988). The general manner of reacting to conflict rather than general dissatisfaction with the relationship is critical in understanding the development of physical aggression
9	Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study	Peter Y. Chen, Paul E. Spector	1992	<i>"First, the aforementioned work stressors were hypothesized to be positively related to the prior discussed behaviors and withdrawal. Reported behaviors would positively covary with the affective reactions. The latter included job dissatisfaction,</i>	From a theoretical standpoint, it can be speculated that work stressors, such as situational constraints, may hinder individuals' ability to achieve or maintain their goals, similar to the effects of frustrating events. This interference can provoke frustration or arousal in employees, leading to irritability	Reliance on cross-sectional self-reports, Design makes it impossible to draw any causal inferences about the impact of stressful job conditions on behaviors.

				<i>feelings of stress, feelings of frustration, and anger.”</i>	or annoyance and potentially triggering aggressive behaviors.	
10	Sexual Harassment As Aggressive Action. A Framework For Understanding Sexual Harassment	Anne M. O'Lcary-Kelly, Ramona L. Paetzold, Ricky W. Griffin	1994	<i>“Aggression model of sexual harassment”</i>	Sexual harassment can be viewed as an aggressive act influenced by the beliefs and social learning of the harasser. These behaviors are often shaped by societal norms, power dynamics, and learned patterns that normalize or justify such actions.	Study covers only one form of aggression i.e. Sexual Harassment.
11	Aggression Among University Employee	Kaj Björkqvist, Karin Osterman, and Monika Hjelt-Bäck	1994	<i>“To investigate the prevalence of work harassment in the university and factors facilitating the process of harassment as well as the consequences of work harassment for the individual in terms of human suffering”</i>	Women reported significantly higher levels of harassment compared to men. Harassment was also linked to position, with individuals in superior roles engaging in harassment more frequently than those in subordinate roles. Those involved in research and teaching reported less victimization compared to individuals in administration and service roles. Victims of harassment experienced elevated levels of depression, anxiety, and aggression compared to others.	Being a self reported form, victims likely to overestimate the degree to which they have been victimized? Study covers only harassment as antecedent of workplace aggression

12	Extension Administrators Approach to Conflict Management: A Study of Relationships Between Conflict Management Styles and Personality Type	Garee W. Earnest, Extension Associate N. L. McCaslin, Associate Professor The Ohio State University	1994	<i>“To determine the conflict management styles and the personality type preferences of District Directors, also examined the relationships that existed among the conflict management styles and personality type preferences and selected demographic characteristics of District Director”</i>	District directors tend to favor the integrating conflict management style when faced with conflict situations. Those with introverted, intuitive, and perceiving personality preferences are more likely to adopt this style compared to those with extraverted, sensing, and judging personality preferences.	there are some weak but significant relationships between personality and the styles of handling interpersonal conflict
13	TOWARD A THEORY OF WORKPLACE VIOLENCE: A SOCIAL LEARNING AND ATTRIBUTION AL PERSPECTIVE	Mark J. Maninko, Kelly L. Zellars	1996	<i>“Extract empirical and conceptual literature relating to workplace violence within a social learning framework, emphasizing attributions as the key explanatory variable driving both affective reactions and violent behaviors. “</i>	Environmental variables, individual differences, attributions, and emotions are all factors that contribute to incidents of workplace violence.	No empirical study

14	Workplace Violence and Workplace Aggression: Evidence on Their Relative Frequency and Potential Causes	Robert A. Baron and Joel H. Neuman	1996	<i>"To study passive rather than physical, direct, and active forms of workplace aggression, To study contribution of recent changes in many organizations (e.g., downsizing, increased workforce diversity) to the occurrence of workplace aggression."</i>	Verbal and passive forms of aggression are more common in organizations than physical and active forms. Additionally, the more changes that have occurred recently in the workplace, the higher the incidence of aggression observed.	data reported here involve self-reports by participants. No information on the actual frequency of workplace aggression or on the frequency and scope of organizational changes was obtained
15	Org. Motivated Aggression (OMA)	Anne M. O'Leary-Kelly, Ricky W. Griffin and David J. Glew	1996	<i>"Develop a general model of OMA. To understand the organizational environment-OMA relationship. "</i>	Organizational insiders are more likely to initiate organizational misbehavior (OMA) than outsiders. Aversive treatment, incentive inducements, modeling influences, and factors in the physical environment act as triggers for insider-initiated OMA. When insiders initiate OMA, it results in more severe negative consequences for the organization than when initiated by outsiders. Organizations have greater control over the OMA of insiders than outsiders. When OMA is provoked by aversive treatment, it is more likely to be directed at specific targets. Conversely, when OMA is	No specific emphasize on Employee to employee violence. Prevention techniques not in scope of the study

					triggered by factors in the physical environment, it tends to be directed at non-specific targets.	
16	Retaliation in the workplace: The roles of distributive, procedural, and interactional justice	Daniel P. Skarlicki, Robert Folger	1997	<i>"To investigate the relationship between organizational justice and organizational retaliation behavior"</i>	Fair procedures can help moderate an individual's tendency to retaliate, preventing these tendencies from escalating. On the other hand, unfair procedures can increase the likelihood of retaliation for unfair outcomes, especially when interpersonal justice is low. Cues indicating interpersonal insensitivity provide individuals with important signals when deciding whether to seek revenge for perceived low outcomes, often leading them to punish the organization they view as responsible for the injustice.	Studied Organization justice as antecedent of aggressive behavior. Resolution or Preventive role not studied.
17	A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups	Karen A. Jehn	1997	<i>"Transformation of conflict from one type to another into a general model of conflict and to assess the degree of negative emotionality associated with both"</i>	The data show that organizational members experience conflicts related to relationships, processes, and tasks, which can be highly emotional, difficult to resolve quickly, and of significant importance to the	Direct association of conflict and aggression not studied.

				<i>relationship and task conflict and the effect this has on group performance”</i>	group. If not properly managed, these conflicts can lead to serious issues within the organization.	
18	To Agree or Not To Agree: The Effects of Value Congruence, Individual Demographic Dissimilarity and Conflict on Workgroup Outcomes	Karen A. Jehn Clint Chadwick Sherry M.B. Thatcher	1997	<i>“Investigate value congruence and demographic dissimilarity among group members as factors which influence various types of conflict within workgroups. Also examine whether it is beneficial for members to be different or alike, to agree or disagree, in order to foster work group productivity.”</i>	Value congruence was found to reduce both task and relationship conflict. Greater visible demographic dissimilarity, particularly in terms of sex, was positively linked to relationship conflict, with more homogeneous male or female groups experiencing less relationship conflict. Educational dissimilarity, on the other hand, increased task conflict. Additionally, relationship conflict was negatively associated with both perceived and objective performance, as well as overall satisfaction.	Only performance and satisfaction are studied as result of conflict. Outcomes like aggression and other negative behavior are not in scope of the study

19	Lost Luggage: A Field Study of Emotion-Antecedent Appraisal	Klaus R. Scherer and Grazia Ceschi	1997	<i>“Examines the variability of the emotional responses to the given situation and the extent to which the specific reaction can be predicted on the basis of the dimensions or criteria of situation evaluation suggested by appraisal theorists. “</i>	Appraisal theory suggests that the goal conduciveness of an event plays a key role in triggering and differentiating emotional reactions. Similar events can evoke different emotions based on how they are subjectively appraised. Emotional changes can be attributed to the appraisal of new information, such as the perceived effectiveness of the retrieval service.	Study not done in workplace environment. Studying employee to employee aggression not part of the study.
20	Workplace Violence and Workplace Aggression: Evidence Concerning Specific Forms, Potential Causes, and Preferred Targets	Journal of Management, Joel H. Neuman, Robert Baron, Oklahoma	1998	<i>“To address some important definitional issues related to workplace violence, focusing on its nature and scope. Second, describe various forms of workplace aggression and provide data on their relative frequency. Discuss potential causes of workplace aggression.”</i>	Covert forms of workplace aggression, such as passive-aggressive behaviors, indirect sabotage, gossip, and withholding important information, are more prevalent than overt forms like physical violence or direct verbal assaults.	What internal processes mediate between various events in work settings and overt aggression? In other words, what are the internal mediators of such behavior?

21	Workplace Aggression--The Iceberg Beneath The Tip Of Workplace Violence: Evidence On Its Forms, Frequency, And Targets	Robert A. Baron and Joel H. Neuman	1998	<i>"Study subtle {i.e., covert} forms of harm-doing behavior; study recent changes in many organizations (e.g., downsizing, increased workforce diversity) leading to incidence of workplace aggression; "</i>	The more significant the recent changes in the workplaces studied, the higher the incidence of aggression observed. Participants reported experiencing aggression from individuals of higher status more frequently than they themselves exhibited aggression toward such individuals. Regardless of the status of the person involved, participants generally reported being the target of aggression more often than being the perpetrators of such behaviors.	Further research is clearly needed to examine the nature of these relationships and identify the mechanisms through which various changes occurring in frequency with which changes such as those examined here are occurring in many organizations.
22	Personal and organizational predictors of workplace sexual harassment of women by men	Inez Dekker and Julian Barling	1998	<i>"To investigate the personal and organizational factors that predict gender and sexual harassment in the workplace"</i>	A sexual harassment policy that is fair, firm, consistently understood, and equally applied to all employees can help reduce incidents of sexual harassment. When the policy is clearly communicated across the organization and enforced impartially, it creates a more accountable environment. Employees with personal factors, such as low perspective-taking,	Possibility that response bias would be present. Impression management was significantly correlated with all three outcome variables. future research on sexual harassment should account for the effects of social desirability in general, and impression management in particular

					inappropriate beliefs about sexual harassment, and adversarial sexual attitudes, are more likely to engage in such behavior. Additionally, a work environment that is overtly sexualized can foster an atmosphere that encourages sexual harassment.	
23	Tit for Tat? The Spiraling Effect of Incivility in the Workplace	Lynne M. Anderson and Christine M. Pearson	1999	<i>“To introduce the concept of workplace incivility and examine how it may relate to more intense form of workplace aggression.”</i>	Workplace incivility can escalate when one party perceives an act of incivility and responds with a counter-incivility, leading to a cycle of increasing hostility and potentially culminating in coercive actions. An organizational climate characterized by informality may contribute to the formation and escalation of these negative spirals, as a lack of formal structure or clear boundaries can allow incivility to proliferate without sufficient checks or accountability.	Potential relationships between incivility and more intense forms of mistreatment not studied

24	Predicting employee aggression against coworkers, subordinates and supervisors: the roles of person behaviors and perceived workplace factors	LIANE GREENBERG AND JULIAN BARLING	1999	<i>"To study person and perceived workplace factors as predictors of aggression against coworker and supervisor"</i>	Procedural justice interacted with the amount of alcohol consumed in predicting both aggression toward a coworker and aggression toward a subordinate. A deeper understanding and more accurate prediction of employee aggression can be achieved by considering not only the target of the aggression but also by including both perceived workplace factors and individual behaviors as predictor variables. This comprehensive approach helps to identify the complex dynamics that influence aggressive behavior in the workplace.	Generalizability of our results may also be limited because all participants were from one workplace and all were men. because all data is self-report, there is no way to separate method variance from true score variance
25	Administrative and behavioral interventions for workplace violence prevention	Carol W. Runyan, Ronda C. Zakocs, Craig Zwerling	2000	<i>"Aim to reports a critical review of the published literature on administrative and behavioral interventions directed at addressing workplace violence"</i>	Forty-one reports proposed intervention strategies but lacked empirical data to support their claims, while nine provided evaluations of intervention outcomes. All intervention studies were conducted within the healthcare industry, focusing on violent encounters between workers and patients. Overall, the research designs were weak, and the findings were inconclusive. None of the studies employed an experimental design, limiting	Lack of Empirical studies when evaluating prevention and intervention techniques

					their ability to draw definitive conclusions.	
26	Workplace Violence in Organizations: An Exploratory Study of Organizational Prevention Techniques	Jack L. Howard	2001	<i>"To investigate if Organizations WPV policies and procedures To establish that organizations interacting with the public as part of conducting business are significantly more likely to have experienced WPV. The sources of violence will be examined in an attempt to determine whether any particular source may be more likely to commit acts of WPV, To analyze business conditions that lead to a higher likelihood of experiencing WPV."</i>	Organizations that experienced workplace violence (WPV) were not more likely to have a WPV policy in place compared to those that had not experienced WPV. However, organizations that had encountered WPV were more likely to have a stress management plan and a grievance procedure. Overall, most organizations had not implemented specific WPV policies.	Effectiveness of the techniques used to address WPV after its occurrence should also be assessed in an attempt to determine which techniques produce the most effective outcomes for business following an incident of WPV

27	Behind Closed Doors: In home workers Experience of Sexual harrassment and Workplace violence	Julian Barling and A Gail Rogers, E. Kevin Kelloway	2001	<i>“Examine the experience of abusive behaviors (i.e, workplace violence and sexually harassing behaviors) among a sample of in-home health care providers. “</i>	Organizations that tolerate one form of employee mistreatment are likely to tolerate other forms as well. Workplace violence and sexual harassment contribute to the fear of their recurrence, which subsequently leads to negative emotional outcomes, such as anxiety and anger, as well as perceptions of injustice in the workplace.	Focuses on customer/client-initiated aggression/violence.
28	Violence Prevention at Work	Carol W. Wilkinson	2001	<i>“To suggest workplace violence prevention strategies based on direct experiences in number of work settings”</i>	Business managers should evaluate the risk of violence in their workplace and create a program tailored to the specific level of risk their employees face. This proactive approach helps in addressing potential threats and ensuring a safer work environment.	Empirical study on effectiveness of suggested interventions is missing

29	Predictors and outcomes of workplace violence and aggression	LeBlanc, Manon Mireille. Kelloway, E. Kevin	2002	<i>“To assess the psychometric properties of an instrument measuring risk for workplace violence and to expand model of the consequences of workplace violence (Rogers & Kelloway, 1997) and compare it with a series of plausible alternative models.”</i>	Public-initiated violence and aggression predicted employees' perceptions of the likelihood of future violence, which in turn increased their fear of future violence. In contrast, coworker-initiated aggression did not affect perceptions of future violence. However, coworker-initiated aggression had direct impacts on personal outcomes, such as emotional and psychosomatic well-being, as well as organizational outcomes, including affective commitment. Despite this, coworker-initiated aggression did not influence fear of future violence or employees' intent to leave the organization.	Studied the outcome of coworker initiated violence but does not covers organization control and prevention measures
30	Human Aggression	Craig A. Anderson and Brad J. Bushman	2002	<i>“Using the general aggression model (GAM), this review posits cognition, affect, and arousal to mediate the effects of situational and person logical variables on aggression. The review also organizes recent theories of the development and persistence of aggressive personality”</i>	The General Aggression Model (GAM) offers a valuable framework for understanding and integrating existing knowledge about human aggression. It helps explain how various individual, situational, and environmental factors interact to influence aggressive behaviour, providing a comprehensive approach to studying aggression in different contexts.	Lack of empirical testing

31	Violent Behavior: A Measure of Emotional Upset?	Debra Umberson, Kristi Williams and Kristin Anderson	2002	<i>“To we present a theoretical argument and supporting empirical evidence to argue that violent behavior should be included as a measure of externalized distress in response to stress”</i>	The tendency to appraise a situation as threatening, coupled with the repression or avoidance of emotions, increases the risk of violent behavior. The likelihood of violence is heightened when multiple sources of stress are present. Men who perceive a situation as threatening and repress their emotions are particularly at risk for engaging in violent behavior. Additionally, threat appraisals related to interpersonal relationships are more strongly linked to violence.	small sample size
32	Reducing the Adverse Consequences of Workplace Aggression and Violence: The Buffering Effects of Organizational Support	Aaron C. H. Schat, E. Kevin Kelloway	2003	<i>“To study the buffering effect of 2 types of organizational support—instrumental and informational—on the relationships between workplace violence/aggression and both personal and organizational outcomes.”</i>	Organizational support helped reduce the impact of physical violence, vicarious violence, and psychological aggression on emotional well-being, physical health, and job-related feelings. However, it did not affect fear of future workplace violence or job neglect.	results are not generalizable due to demographics and low response rate, potential overlap in the sources of workplace violence and instrumental support. The available evidence, how- ever, suggests that most aggression and violence comes from the public rather than from coworkers

33	Perception Of Injustice As A Predictor Of Support For Workplace Aggression	Daniel B. Kennedy Robert J. Homant	2004	<i>"To determine the relationship between perceptions of injustice and support for workplace aggression"</i>	The procedural injustice scenario was regarded as the most unfair and resulted in the strongest support for aggression. While the interpersonal and distributive injustice scenarios were viewed as nearly identical in terms of unfairness, there was notably more support for aggression in response to interpersonal injustice.	Lack of tested preventive measures
34	Workplace Violence: A Survey of Emergency Physicians in the State of Michigan	Terry Kowalenko , Bradford L. Walters, Rahul K. Khare, Scott Compton	2005	<i>"To determine the amount and type of work-related violence experienced by Michigan attending emergency physicians"</i>	Violence has been identified as a recurring issue in the workplace, particularly in emergency departments (ED), where it is not an uncommon occurrence. Most incidents involve verbal threats or abuse, but physical assaults also occur at significant rates. Many emergency physicians are increasingly concerned about the violence and are taking precautions, such as personal protection measures, in response to their fears.	relatively small study, with 30% of emergency physicians not responding. Demographic data were not collected on non responders to determine whether they were a cohort similar to those that did respond. Suggested techniques or increased presence of security personnel would decrease the violence. Further studies could help determine the answer.

35	Appraising the inclusive definition of workplace 'violence'	P. A. J. Waddington, Doug Badger and Ray Bull	2005	<i>"To examines the limits to which 'inclusive' definitions of 'violence' can be usefully employed and explore the advantages and disadvantages of using violence as inclusive term in the context of how employees experienced workplace violence"</i>	Using terms like 'violence' to encompass such a broad range of experiences can be confusing, counterproductive, and may cause more issues than it solves. Researchers should make a distinction between different instances of 'violence' and propose a clear set of criteria to guide this differentiation.	No empirical studies
36	Reacting Aggressively To Injustice At Work: A Cognitive Stage Model	Constant D. Beugre' Delaware State University	2005	<i>"Develops a cognitive stage model of workplace aggression, which contends that aggressive reactions to perceived injustice are cognitively construed following three cognitive steps that include the assessment stage, the accountability stage, and the decision stage."</i>	The cognitive stage model views aggression related to injustice as the outcome of a detailed cognitive process. It emphasizes the role of accountability, arguing that injustice arises from a gap between expected fairness and the actual event. To assign blame, it is essential to first perceive the event as unfair.	If aggression is the result of a three-stage cognitive process, how then can organizational scholars analyze such cognitive stages and plan Intervention strategies before the decision is made by the individual.

37	Understanding injustice-related aggression in organizations: a cognitive model	Constant D. Beugre' Delaware State University	2005	<i>"The purpose of the present article is to develop a theoretical framework that explains the role of cognitions in injustice-related aggression."</i>	Individuals with a strong hostile attribution bias are more likely to blame the person causing harm, which can lead to thoughts of revenge. The tendency to make sinister attributions and engage in negative thinking (Kramer, 1994) also plays a role in the blame attribution process and the formation of thoughts that can trigger aggression.	When do people decide that a particular event is unjust and that the experienced injustice warrants a retaliatory action? What is the role of organization to control this?
38	Workplace violence in Queensland, Australia: The results of a comparative study	Hegney, Desley. Eley, Robert. Plank, Ashley. Buikstra, Elizabeth. Parker, Victoria	2006	<i>"To identify the factors impacting upon nursing work and to use the results of the study to inform strategic planning of the Queensland Nurses' Union"</i>	A key finding is that the sources of workplace violence vary across the three sectors in the study, meaning that a universal education program or policy would not be effective in addressing these issues.	It is likely that the incidence of violence by management, colleagues and other staff is mostly of a non-physical nature and this is one area that warrants further study.
39	Workplace violence in the health care sector: A review of staff training and integration of	Bernard Beech a,* , Phil Leather	2006	<i>"To examine the extent to which training plays a role in tackling with the issue-workplace violence. To analyse indicative training content, and models of training evaluation. To</i>	Staff need ongoing training in various areas of knowledge, skills, and attitudes. Managers must fulfill their responsibilities by conducting risk assessments, developing protocols, and arranging staff training tailored to specific identified needs.	Training can be one of the prevention strategy but what about other strategies. Is training on its own sufficient as preventive measure

	training evaluation models			<i>illustrate the development of training design and content.”</i>		against workplace aggression.
40	Aggression At The Workplace — Psychological Consequences Of Abusive Encounters With Coworkers And Clients	Dorota Merecz and Marcin Drabek	2009	<i>“To evaluate the consequences of the exposure to workplace aggression from coworkers and clients”</i>	Employees who experience workplace aggression tend to have lower job satisfaction, exhibit signs of burnout, and report poorer overall health. Aggression from clients often leads to empathy from colleagues and is seen as an organizational issue that needs to be addressed. In contrast, aggression from a coworker is typically viewed as a personal issue, leading to feelings of unfairness and isolation.	experience of aggressive encounters at work explains only a part of variation of burnout, satisfaction or well-being scores, and many other factors, uncontrolled in the study, may contribute to changes in the level of analysed dependent variables

41	Exploring the Relationships Between Perceived Coworker Loafing and Counterproductive Work Behaviors: The Mediating Role of a Revenge Motive	Tsang-Kai Hung Æ Nai-Wen Chi Æ Wan-Lin Lu	2009	<i>“To explore the relationships between perceived coworker loafing and counterproductive work behaviors toward the organization (CWB-O) and toward the coworkers (CWB-I)”</i>	Perceived loafing was positively associated with both self-rated CWB-O (counterproductive work behavior directed at the organization) and self-rated and supervisor-rated CWB-I (counterproductive work behavior directed at individuals). Additionally, a revenge motive towards the organization fully mediated the link between perceived loafing and CWB-O, while a revenge motive towards coworkers fully mediated the relationship between perceived loafing and CWB-I.	Need to re-examine the present findings using an experimental design.
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42	Cognitive behavioral intervention in dealing with school violence among Arab Palestinian adolescents in Israel	Agbaria Qutaiba	2010	<i>"To examine the implementation of cognitive behavioral intervention, in dealing with school violence among Arab Palestinian adolescents"</i>	Cognitive behavioral interventions effectively enhance social and cognitive skills, such as self-control, anger management, and alternative thinking. Training adolescents in small groups enabled them to acquire new skills, leading to improved self-restraint and a decrease in violent behavior.	The study was done for a population of adolescents, who are going through accelerated processes of change, characterized by significant fluctuations of psychological elements from time to time, which may explain some of the results received.
43	Workplace Violence towards Social Workers: The Australian Experience	Stella Koritsas, Jan Coles and Malcolm Boyle	2010	<i>"The aim of the research was to determine the prevalence of six forms of workplace violence (verbal abuse, property damage/theft, intimidation, physical abuse, sexual harassment and sexual assault), and determine factors that may predict the occurrence of violence towards social workers"</i>	Workplace violence, especially verbal abuse and intimidation, is prevalent in social work. The highest qualification was the only factor that did not predict any form of violence. Social workers who encountered violence typically had more direct contact with clients. Age, gender, and practice location were significant predictors of different types of violence.	Study limited to social work setting. Focus on client initiated violence. Role of organization and control measures not studied.

44	Understanding Reasons for Employee Unethical Conduct in Thai Organizations: A Qualitative Inquiry	Phongstorn Ermongkornchai Chulalongkorn University	2010	<i>“This research identifies major themes in order to understand reasons for employee misconduct”</i>	Research shows that employees engage in unethical behavior driven by greed, financial gain, or personal motivations. The findings suggest that Thai businesses lack effective monitoring systems to detect employee misconduct and corruption.	Did not include aggressive behaviors other than misconduct and corruption
45	Conflict and abusive workplace behaviors The moderating effects of social competencies	Jennifer L. Kisamore, I.M. Jawahar, Eric W. Liguori, L. Mharapara and Thomas H. Stone	2010	<i>“To investigate the moderating effects of social competencies, specifically, political skill, self-monitoring and emotional intelligence, on the workplace conflict-abusive behavior relationship.”</i>	Interpersonal conflict in the workplace is linked to employees engaging in counterproductive work behaviors. Social competencies, when combined with interpersonal conflict, influence the likelihood of employees abusing others at work. Workers with high political skills and self-monitoring tendencies were more prone to engaging in abusive behaviors during times of high interpersonal conflict in the workplace.	Future research is needed that will help predict organizational consequences of abuse including the potential downward spiral of workplace civility. Further research is necessary to determine how these spirals can be broken.
46	Understanding Harassment at Workplace through the Traditional Theory of Violence: A	Bindhu Kishore University of Madras, Chennai, India	2011	<i>“Given the subordinate status of women, gender violence is considered normal and enjoys social sanction. Women in public services are more prone to workplace violence due to the nature of their jobs which involves interaction</i>	The study supports the traditional theory of violence, where women are harassed by dominant men, with such behavior sanctioned by cultural and social norms. It also highlights the failure and shortcomings of existing legislation in addressing violence against women.	This study is culture driven and cases have been taken from public sector in Indian workplaces. Covers on sexual Harassment

	Case-based Approach			<i>with the public and colleagues”</i>		
47	Assessing research on workplace violence, 2000–2012	Nicole Leeper Piquero *, Alex R. Piquero, Jessica M. Craig, Stephen J. Clipper	2013	<i>“To uncovers that different occupational domains have different experiences with workplace violence”</i>	(1) Workplace violence (WPV) is infrequent; (2) the likelihood of workplace violence differs based on demographic characteristics and job status; (3) the factors associated with workplace violence are primarily situational, stress-related, and intentional, such as when a perpetrator is denied a service or request.	Research is needed that documents the prevalence and types of workplace violence against the organization as well as the correlates of those attacks. There is a need to examine both direct and indirect forms of workplace violence.
48	Conflicting Environment at Workplace	Aiza Johari* , Affidah Morni, Dayang Faridah Abang Bohari, Siti Huzaimah Sahari	2013	<i>“Possible causes of conflicts that might arise when UiTM's Sarawak's lecturers were dealing their Course Coordinators at the workplace, their effects and conflict management styles”</i>	When individuals are aware of potential conflict signs and address them promptly by using different conflict management styles, it leads to a healthier work environment, improved productivity, and overall organizational success.	Whether organization Conflict management system is equipped to identify early signs and symptoms and provide strategies to Intervene in such cases need to be studied empirically.

49	Counterproductive work behavior and conflict: Merging complementary domains	Jana L Raver	2013	<i>"To provide an outlet for research and theory that have investigated CWB with a conflict lens"</i>	Differing political ideologies, unresolved task conflicts, and a lack of trust in management are key factors contributing to counterproductive work behavior. Transformational leadership is linked to reduced conflict and fewer negative outcomes related to CWB, while passive-avoidant leadership acts as an additional stressor, exacerbating conflict and increasing CWB.	CWB researchers shall adopt conflict lens when examining the dynamics of counterproductive behavior within organizations. Likewise, theoretical, methodological, and practical knowledge on conflict processes shall be used for understanding and preventing CWB
50	Understanding Conflict Management Systems and Strategies in the Workplace: A Pilot Study Neil	Neil H. Katz, Linda T. Flynn	2013	<i>"To study employee views of workplace conflict, perceived value of the systems, and awareness of and satisfaction with existing conflict resolution practices"</i>	The findings highlight the absence of a clear definition of the issue, the lack of integrated conflict management systems in many organizations, and dissatisfaction with outdated grievance procedures.	Outcomes of mismanaged or unresolved conflicts to be studied

51	The needs and potential solutions for improvement of workplace violence management in emergency departments in Taiwanese hospitals	Li-Ya Lin a, *, Chi-Wen Juan b,c , Cordia Chu a	2014	<i>“This study investigates the need for workplace improvement and provides potential solutions to minimize the risk of violence against HCWs (healthcare workers) in Taiwanese Eds (emergency department)”</i>	Concerns regarding workplace violence from patients and their families are likely linked to issues in the design of the physical environment in emergency departments (EDs) and dissatisfaction with existing workplace violence interventions.	Limited to healthcare setting
52	A Review of the Causes of Workplace Violence and its Preventive Measures - The Management Perspective	Syed Rahat Ali, Syed Mubashir Ali	2014	<i>“highlight and discuss some of the causes for workplace violence along with some possible remedies based on the review of available literature and empirical analysis”</i>	These findings indicate that workplace violence can be minimized through effective job design, which involves reducing job demands and increasing job resources. Tailored prevention strategies may be necessary for employees who are fatigued, as they are more susceptible to workplace bullying, both as perpetrators and victims.	If organization system can understand signals or signs before the violence takes place, and resolve them at initial level lots of hassles and in extreme cases lives can be saved.
53	The role of mediation in resolving workplace relationship conflict	Donna Margaret McKenzie	2015	<i>“Stress triggered by workplace-based interpersonal conflict can result in damaged relationships, loss of productivity, diminished job</i>	Existing evidence indicates that mediation is most successful when backed by the organization's commitment to Alternative Dispute Resolution (ADR) strategies, policies, and processes, and carried out by	Impact of effective mediation on reduction of aggressive behavior outcomes shall be studied.

				<i>satisfaction and increasingly, workers' compensation claims for psychological injury. This paper examined the literature on the role and effectiveness of mediation, as the method of Alternative Dispute Resolution, in resolving relationship conflict."</i>	independent, experienced, and qualified mediators.	
54	Perceived Injustice and School Violence: An Application of General Strain Theory	Katie James ¹ , Jackson Bunch ² , and Jody Clay-Warner ¹	2015	<i>"examine the effect of perceived school fairness on one's likelihood of participating in school violence and how social support influences this relationship"</i>	Students who perceive school rules as fair and receive just treatment from teachers are less likely to report engaging in school violence. Additionally, formal support appears to be more effective in mitigating the relationship between strain and violence compared to informal support.	Cross-sectional nature of the data. Results suggest that perceiving fair rules, fair treatment, and adult support will reduce school violence, but without longitudinal data, it cannot be tested. Another limitation of this study is the lack of multiple items for the construct of perceived friend support. This is a constraint of the data, as the SCS only has 1 item gauging friend support.
55	Individual and Organizational Factors	Debra Gilin Oore, Michael P.	2015	<i>"To integrate the research literature across several fields of psychology</i>	The review consolidates evidence on the positive individual and organizational factors that	How power dynamics within the hierarchical structure of workplaces

	Promoting Successful Responses to Workplace Conflict	Leiter, Diane E. LeBlanc		<i>(social, personality, family, and negotiation) to distill positive individual and organizational factors for which there is evidence of increasing individuals' successful responses to organizational conflict. "</i>	contribute to effectively managing organizational conflict. It also highlights the effectiveness of organizational interventions, such as individual training, workgroup conflict training, and mediation, in developing conflict management skills.	alter the occurrence and efficacy of conflict processes reviewed here.
56	Translational Models of Workplace Violence in Health Care	Michael R Privitera, Bob Bowen	2015	<i>"to demonstrate how Translational Model can be used in interprofessional settings to find effective solutions to reduce WPV"</i>	The translational three-factor model of workplace violence (WPV) illustrates how interactions extend beyond just the individual and the stimulus, incorporating the influence of the organizational environment and the psycho-sociopolitical context.	Further research using TM may help us close the information gap between scientists and decision makers to improve quality and effectiveness of outcomes
57	Murderous Violence at Work: conflict and aggression in Indian auto factories	Santanu Sarkar	2015	<i>"Article revisits four recent episodes of workplace homicide in India with the aim of bringing together and analyzing the anecdotal information available in the public domain on these cases and reporting the causal threads that run through them. "</i>	Aggressive outbursts are examined as a gradual process rather than an isolated incident. Initially, an environment marked by extreme socio-economic inequality leads to workforce divisions and poor labor practices. In the second stage, management restricts workers' rights to association and negotiation, prompting unions to take countermeasures. As the unions began hindering the companies' plans in the third	Empirical study on escalation of conflict to aggressive outcome is required.

					stage, management responded aggressively, escalating disputes and disruptions. This escalation should have served as a warning to management, but instead of recognizing these signs as potential issues, the companies continued to overlook the root causes.	
58	i Observing Aggression at Work	Tara Reich	2015	<i>“to examine how observer attitudes and behaviors toward targets and perpetrators are affected by witnessed aggression”</i>	Observers tend to develop more negative attitudes toward perpetrators. The observers' feelings toward the target and the perpetrator, as well as their relative power, affect their reactions. Observers are more likely to express positive attitudes and intentions toward a liked individual than toward someone they dislike. Additionally, they tend to have more favorable attitudes toward a high-power individual than a low-power one. Furthermore, observer attitudes and behaviors are influenced by their ability to take the perspective of others..	future research will likely benefit from considering both cognitive and emotional mediators of perspective-taking on observer responses to witnessed aggression

59	“Drop dead ... I need your job”: An exploratory study of intraprofessional conflict amongst nurses in two Ontario cities	Godfred O. Boateng* , Tracey L. Adams	2016	<i>“explores intra-professional conflicts among nurses in Ontario, using a qualitative research design, drawing on in-depth interviews with 66 nurses.”</i>	The study highlights conflicts related to race and age, finding that visible minority and younger nurses experience more conflict. Visible minority nurses are especially vulnerable, facing racial marginalization.	Conflict at work, at one level, is likely to be inevitable, but the workplace incivilities experienced by minority and new nurses in our study are harmful both personally and professionally, and must be eliminated.
60	Violence, Aggression and Fear in the Workplace	Emelda Pacheco, Madalena Cunha* & João Duarte	2016	<i>“to identify behaviors of psychological aggression perpetrated by the public which occur more often and to analyze the implications of workplace violence/aggression on individual psychological and physical well-being”</i>	The impact of aggression in the workplace on well-being is indirect, with fear acting as a mediator. Individuals who experience both physical and vicarious violence tend to feel more fear, which subsequently affects their physical and psychological well-being.	Study focused only on public initiated violence and its outcomes.

61	Task conflict leads to relationship conflict when employees are low in trait self-control: Implications for employee strain	Nerina L. Jimmieson Michelle K. Tucker, Jack L. Campbell	2017	<i>“The objective of this research is to advance our theoretical understanding of interpersonal conflict in the workplace by examining the process underpinning the escalation of task conflict to relationship conflict with one's supervisor and the moderating effect of employee trait self-control (TSC) to predict employee strain”</i>	The findings indicated an escalation, as supervisor task conflict at Time 1 predicted supervisor relationship conflict at Time 2, even when controlling for supervisor relationship conflict 10 months earlier. As anticipated, supervisor relationship conflict at Time 2 was associated with higher psychological strain, job burnout, and stress-related turnover intentions, but not with job dissatisfaction, suggesting that the effects are more significant for health outcomes than for job attitudes.	Escalation was observed in relationship conflict from incidence 1 to incidence 2 leading to adverse psychological and health effects. Effect of such escalation on behavioral outcomes need to be studied
62	Conflict Among Colleagues: Health Care Providers Feel Undertrained and Unprepared to Manage Inevitable Workplace Conflict	Julia Kfour, MD;1 Patricia E. Lee, MD, CM, LLM2	2018	<i>“This study aimed to determine whether HCPs (health care providers) feel equipped to manage collegial workplace conflict and whether they feel there is a need for CM (conflict management) training.”</i>	42% of individuals reported having received formal training in conflict management/dispute resolution, yet only 26% felt sufficiently prepared to handle conflict and resolve disputes in the workplace. Additionally, 59% expressed the need for more conflict management training.	Other strategies for conflict management apart from Training need to be identified and tested for their effectiveness in managing conflict at work.

63	Ten years of conflict management research 2007-2017	Andrea Caputo and Giacomo Marzi, Jane Maley, Mario Silic	2018	<i>“to map the intellectual structure of conflict management studies by investigating the key themes, concepts and their relationships for the period 2007-2017.”</i>	The findings indicate that between 2007 and 2017, management studies in conflict management, while based on established theoretical foundations, expanded into various areas such as gender, emotions, and power in negotiations; workplace culture and conflict management styles; trust and cooperation; mediation and social conflict; and performance and governance.	Lack of research correlating conflict and aggression
64	Interactive effect of CCM between the relationship of workplace bullying, burnout, and turnover intentions	Najam, Usama; Ishaque, Sadia; Shoukat, Sumiya; Hayat Awan, M; Ansari, Nabil	2018	<i>“The present study shows how the presence of conflict management climate effects on the reports of workplace bullying which in turn leave an impact between the link of burnout and turnover intention. This study also explores how CCM moderates the relationship of burnout and turnover intention.”</i>	Conflict climate management influences the connection between burnout and the intention to leave the organization.	Other forms of aggression need to be studied with respect to CCM

65	Climate for conflict management, exposure to workplace bullying and work engagement: a moderated mediation analysis	Ståle Einarsena, Anders Skogstada, Erlend Rørvika, Åshild Bjørke Landea and Morten Birkeland Nielsen	2018	<i>“examine how climate for conflict management (CCM) may be related to less bullying, increased work engagement, as well as whether CCM is a moderator in the bullying engagement relationship”</i>	When employees perceive a strong conflict climate management (CCM), bullying is reduced, work engagement increases, and any exposure to bullying no longer leads to decreased work engagement.	measured psychological climate rather than organizational climate, that is the individual perceptions of the climate, as we assumed that it is the individual perceptions of these matters that count and not the actual procedures of the organization, nor the average perceptions among ones colleagues.
66	The impact of workplace violence on job satisfaction, job burnout, and turnover intention: the mediating role of social support	Xiaojian Duan1† , Xin Ni2† , Lei Shi1† , Leijing Zhang3 , Yuan Ye1 , Huitong Mu4 , Zhe Li2 , Xin Liu5 , Lihua Fan1* and Yongchen Wang	2019	<i>“to identify the prevalence of workplace violence against physicians; to examine the association between exposure to WPV, job satisfaction, job burnout and turnover intention of Chinese physicians and to verify the mediating role of social support.”</i>	Workplace violence (WPV) was positively linked to turnover intention and job burnout, while negatively associated with job satisfaction and social support. Social support partially mediated the relationship between WPV and both job satisfaction, as well as burnout and turnover intention.	Does not focus on Preventive Measures

67	Examining fit perceptions and workplace bullying relationship: The moderating role of power distance orientation	Arpana Raia and Upasna A. Agarwal* ^b	2020	<i>“present study examines the relationship between fit perceptions (person-job fit -- PJ fit and person-supervisor fit -- PS fit) and workplace bullying with power distance orientation (PDO) as a moderator”</i>	Person-job (PJ) fit and person-supervisor (PS) fit were found to have a negative relationship with workplace bullying. Power distance orientation (PDO) moderated this relationship, such that the negative link between fit perceptions and bullying was weaker for employees with high PDO compared to those with low PDO.	What is the role of Organization in preventing workplace bullying in respect of PJ and PS fit.
68	Cultivating a conflict-positive workplace: How mindfulness facilitates constructive conflict management	Adam A. Kaya,* , Daniel P. Skarlickib	2020	<i>“This paper examines the effect of mindfulness on the constructive management of workplace conflict - conceptualized as high collaboration and low avoidance - and tests the mediating role of cognitive reappraisal.”</i>	Mindfulness fosters attitudes and behaviors that not only reduce destructive conflict but also encourage more constructive conflict management. It achieves this through cognitive reappraisal, a process by which mindfulness enhances the ability to manage conflict more effectively.	Empirical testing as how mindfulness can be an effective tool for promoting constructive conflict management in the workplace is required.
69	A worldwide bibliometric analysis of published literature on workplace violence in healthcare personnel	Jesu's CebrinoID 1 *, Silvia Portero de la Cruz ²	2020	<i>“to analyse the research trends focusing on workplace violence in healthcare personnel over the last 27 years”</i>	Between 1992 and 2019, global research on workplace violence in healthcare personnel has consistently increased each year, with the highest number of studies originating from the United States.	there may be studies of workplace violence in health professionals that have been published in other databases and that not all published records have the same proportion of scientific knowledge

70	Dynamics of Organizational Distrust: An Exploratory Study in Workplace Safety	Cihangir Gümüştaş, a,* , Fatma Küskü b	2021	<i>“To identify the content and variety of elements that participants think significant in distrust development. This study also aims to address how distrust might best be managed by identifying a set of practices.”</i>	Content analysis of the responses identified four key antecedents of organizational distrust: incompetence, malevolence, deceit, and external factors. Monetary issues (such as inadequate hygiene factors), relational mistreatment, and factors specific to Turkey (like family-owned businesses or distrust in regulatory bodies) significantly impact the development of distrust. Strategies to reduce distrust and improve safety performance include state audits and incentives, strong safety leadership within companies, enhancements in basic rights and work conditions, improvements in organizational structure, and valuing employees.	Trust in management is an important facilitator for employees' safety orientation.
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71	Preventing and Neutralizing the Escalation of Workplace Bullying: the Role of Conflict Management Climate	Kristina Vaktskjold Hamre · Margrethe Ringen Fauske · Iselin Reknes · Morten Birkeland Nielsen Johannes Gjerstad · Ståle Valvatne Einarsen	2021	<i>“To study the role of perceived climate for conflict management with regard to the potential escalation of workplace bullying over time “.</i>	Bullying can be prevented by fostering a robust conflict management climate. When employees believe and trust that interpersonal issues are addressed effectively and fairly, both new and existing bullying situations are less likely to escalate. A strong climate for conflict management (CCM) serves as an important resource in countering the emergence of workplace bullying.	Effect of CCM on Aggression that covers many other negative work behaviors is required
72	Organizational justice, conflict management and employee relations: The mediating role of climate of trust	Rojalin Sahoo and Chandan Kumar Sahoo	2021	<i>“To study if organizational justice and Conflict Management predicts Employee relation and mediating role of climate of trust between organizational justice and ER and conflict management”</i>	A climate of trust acts as a partial mediator between conflict management and ER as well as between organizational justice and ER. Additionally, it was discovered that the positive and significant determinants of ER include organizational justice, conflict resolution, and an environment of trust.	study was confined to a single state-owned power transmission unit of an Indian state, which restricts its generalizability

73	Different emotional and behavioral reactions to customer mistreatment among hotel employees: A multilevel moderated mediation model	Jose Weng-Chou Wong, Su-Ying Pan	2022	<i>“employees’ different emotional and behavioral reactions to customer mistreatment, as well as the individual-level and group-level moderators for this effect”</i>	Employees who encounter customer mistreatment and attribute it less internally are more likely to become angry (frustrated) and sabotage customers (disengage from work) than those who attribute it more internally. A portion of the detrimental impacts of consumer abuse on staff members are mitigated by supervisory support. Employees who work in environments with strong supervisor support are less likely to be angry and to sabotage customers.	Could not establish causal relationship. Inward-focused emotions arising from customer mistreatment can help us expand our current understanding of employees’ constructive reactions to customer mistreatment.
74	Are mindful people less aggressive? The role of emotion regulation in the relations between mindfulness and aggression	El-Lim Kim, Douglas A. Gentile, Craig A. Anderson, Christopher P. Barlett	2022	<i>“Examine the association between mindfulness and aggression through potential mediating effects of several emotion regulation strategies.”</i>	The relationship between mindfulness and aggressiveness was mediated by rumination and expressive repression, which were linked to mindfulness. The majority of aspects of mindfulness had little to do with using cognitive reappraisal and reflection. Through rumination and expressive repression, hostility was inversely correlated with the mindfulness feature of not judging experiences. On the other hand, verbal aggressiveness and hostility were positively correlated with the observing	Further experimental and longitudinal studies examining other specific facets of mindfulness would also be profitable

					mindfulness feature; these associations were mediated by expressive repression and rumination.	
75	Retaliating against abusive supervision with aggression and violence: The moderating role of organizational intolerance of aggression	Zhanna Lyubych, Kathryne E. Dupré, Julian Barling & Nick Turner To	2022	<i>“examine the relationship between abusive supervision and employee retaliatory behaviors”</i>	Employees resort to supervisor-directed violence and aggression as a form of retaliation for abusive supervision. The association between both forms of retaliatory behavior and harsh supervision was mitigated by organizational intolerance.	future research should examine dyadic relationships (i.e. relational model of workplace victimization) by collecting data from supervisor-employee dyads. Another limitation stems from the homogenous nature of the sample used in this study
76	Workplace violence and harassment: An umbrella review of synthesis studies	Bitna Kim	2024	<i>“Comprehensive overview of growing workplace violence and harassment (WVH) trends”</i>	need for multilevel, multitarget, and multicomponent treatments. The significance of leadership commitment in carrying out effective interventions and cultivating a culture of change is one of the findings that has been emphasized.	Future studies should explore the design and evaluation of multi-level and multi-component interventions that address organizational culture, leadership, and individual behaviors simultaneously. Studies examining the impact of legal and organizational

						policies on the prevalence and reporting of workplace violence and harassment are recommended.
77	Sexism and workplace interpersonal mistreatment in hospitality and tourism industry: A critical systematic literature review	Emmanuel Kwamepok u, Lakshman Wimalasena, Rafal Sitko	2024	<i>“reviews gendered mistreatment literature in the hospitality and tourism industry, give methodological approaches that underpin gendered mistreatment literature, develop an integrative framework to guide future research”</i>	women are typically the targets of sexual harassment, and academic research has not given enough attention to man and non-binary lived experiences of GWIM in the hospitality and tourism sector.	Study of abusive supervision with the lens of gender

2.10 Research Hypotheses

Reich (2015) defined "conflict" as overt conflict such as an argument, brawl, or struggle or subjective conflict. In words of Rogers and Kelloway (1997) and Schat and Kelloway (2000) "the process begins when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she cares about". Raver and Barling (2008) were one of the first researchers who drew the commonalities between the definition of the two constructs "Conflict" and "Aggression" in terms of workplace, in both the constructs at least one side perceives that he/she is at odds with other and they can both be manifested by engaging in a wide range of various behaviors. But one of the major difference highlighted between the two constructs is that unlike conflict, aggression by definition involves intent to harm. On the other hand conflict is not always bad and can lead to positive consequences as well (Leymann, 1996). Still Conflict can be summarised as umbrella terms covering aggression (Zahlquist et al., 2019). In words of Hamre et al. (2021) "when conflict remains unresolved, a party 'loses', or a hurtful transgression takes place, grievances and resentment can form against the other party". Conflict in workplace relationships can vary from minor disputes between colleagues to acts of aggression or even organizational violence. It may be overt or hidden, deliberate or accidental, but it is universally characterized by negative emotions.

According to Pruitt (2007) it is not conflict but escalation of conflict that is a problem. Rivlin (2001) modified the three factor model of workplace aggression to workplace escalation highlighting the Subtle and indirect methods commonly employed in organizations are often obscure their origin and make it difficult to identify the source. In simple words, Pruitt has replaced aggression with escalation defining it as heavier contentious tactics used when in conflict. Going by Pruitt's work it can be deduced that- the root of every aggressive behavior is a conflict which got escalated (Zahlquist et al., 2019). Even after so much of discussion there is a lack of studies establishing association between Conflict and Aggression which is the foundation of our first Hypothesis

H1: There is a significant positive relationship between WC and WA.

Organizational culture refers to the collective values, beliefs, and perceptions shared by employees within a company or its divisions (Robbins, 2005). It serves as a framework that helps employees interpret and respond to various situations, thereby shaping their attitudes and behaviors (Scott-Findlay & Estabrooks, 2006). A clear understanding of an organization's core values can play a crucial role in minimizing internal conflicts (Watson et al., 2005). As a socially learned and transmitted phenomenon, culture establishes behavioral norms and guidelines for members of the organization (Yang, 2007). It encompasses practices, values, and assumptions that inform employees about acceptable and unacceptable conduct in their roles (Staniland, 1985). Additionally, organizational support has been shown to mitigate the adverse effects of workplace aggression, acting as a crucial moderating factor (Schat & Kelloway, 2003). Revenge motive when faced with injustice is found to fully mediate the relationship with loafing and counterproductive work behavior (Hung et al., 2009). Conflict management is also studied to moderate the association between Job demand and workplace bullying (Zahlquist et al., 2019). Studies on the moderators of aggressive outcomes clearly depict the importance of organization's role in minimizing such incidences and their negative effects. According to M.J. Martinko and Zellars (1996) several elements in an organizations environment may be related with occurrences of workplace violence. Authoritarian management styles (Leymann, 1996); excessive controls (Capozzoli, 2003); numerous rules and inflexible policies (Bensimon, 1994); strict hierarchical organization and poor communication (Leymann, 1996; Swain & Gale, 2014) have been associated with violent incidents. Percieved organizational injustice has been associated with anger, outrage and resentment (Beugré, 2005b, 2005a; James et al., 2015; Kennedy et al., 2004; Reis & Martin, 2008) further research on this by Skarlicki and Folger (1997) demonstrated that employees are more likely to overlook issues like unequal pay distribution or unfair processes when supervisors show empathy, care, and treat them with respect. Such considerate behavior from leaders can reduce the likelihood of employees reacting

negatively or seeking retaliation, even in situations that might otherwise provoke strong dissatisfaction. According to Neuman Baron (1998) lack of justification or expression of regret can heighten the chances of an aggressive reaction, again pointing out at the importance of communication and interactional justice. Job insecurity is also associated with workplace violence (Julian Barling, 1996).

Workplace violence is rarely a single, isolated event but rather the result of a series of escalating behaviors (Barling et al., 2001). When an organization's culture tolerates abuse or harassment, any efforts to eliminate such incidents are likely to fail. Research shows that many women who reported sexual harassment at work found the official procedures for handling complaints to be unfair (Adams-Roy & Barling, 2000), with nearly half of them facing dismissal as a consequence (Coles, 1986). This culture of tolerance perpetuates harmful behaviors. Dekker and Barling (1998) observed that male employees were less likely to engage in sexual harassment when they believed that strict penalties would be enforced. The negative impact of workplace stressors, such as harassment or violence, is likely to diminish only when individuals feel assured that such incidents will not happen again (Barling, 1996; Barling, Bluen, & Fain, 1987). Additionally, when employees perceive fairness within the organization, they are more inclined to exceed their formal job responsibilities to support the organization (Moorman, 1991). Schat and Kelloway (2003) highlighted the critical role of organizational in mitigating the negative effects of workplace aggression and violence. Their research emphasized the effectiveness of instrumental support, which involves offering direct assistance, and informational support, which provides individuals with guidance to manage challenges. These forms of support help individuals cope more effectively, thereby lessening the impact of aggression. Similarly, Beurge (2005) proposed that managers can prevent aggression in employees by clearly communicating the rationale behind their decisions. Ambiguity and insufficient information often provoke frustration, which can escalate into aggressive behaviour. Organizations where interpersonal misdeeds are not tolerated and will have less aggression compared to organizations with social sanctions against aggression (Mark J

Martinko & Zellars, 1998) . Unfair environment (Recknes et al., 2020; Hershcovis et al., 2020) abusive and insensitive treatment (Ferris et al., 2016; Hackney & Perrewe, 2018), tolerance to aggressive behavior exhibited by other members (Abubakar, 2018; Copeland & Henry, 2018) lead to aggression at workplace. All these contributing factors of workplace aggression which are directly under control of the organization leads to the following assumptions

H2: There is a significant negative relationship between Positive OC and WA.

H4: Organization Culture significantly moderates the WC-WA relationship in such a way that positive OC will weaken the conflict-aggression relationship

Poor conflict management was identified by Greenberg and Barling (1999) as a likely cause of mobbing, another type of workplace aggression. This suggests that leaders who fail to accept responsibility and take action run the risk of further escalation and negative consequences (Ågotnes et al., 2018). According to Leymann's (1996) theoretical explanation of the process, effective conflict management involvement in the early phases, whether by individual initiative or by following established protocols, should prevent, or at least halt, further escalation. Considering the dearth of empirical study cross fertilising the research on conflict and aggression This study proposes that a robust and effective conflict management climate is a key organizational attribute that can help prevent conflicts from escalating into aggression. A recent cross-sectional multilevel study partially supports this theory by demonstrating that a strong team-level conflict management climate mitigated the association between high job demands (e.g., role conflict) as risk factors and reporting exposure to bullying behaviors (an additional form of aggression) linked to high job demands (LeBlanc & Kelloway, 2002) another study establish Conflict management climate as moderator on process of bullying with a time lag of 1 year (Rogers & Kelloway, 1997). Although Conflict management climate has not been studied as moderator of Aggression which is different from Bullying “repeated actions and practices that are directed to one or more workers, which are unwanted by the victim, which may be done deliberately or

unconsciously, but clearly cause humiliation, offence and distress, and that may interfere with job performance and/or cause an unpleasant working environment” (Einarsen, 1996) which comes under the umbrella of Aggression but does not covers all other covert and overt forms of it.

According to Björkqvist, K., Österman, K., and Hjelt-Bäck (1994), CCM is the perception of employees that interpersonal conflicts are handled fairly in the organization. It is not about personal conflict management style, but rather the belief that their management will use conflict management procedures to resolve their issues (Rivlin, 2001). Employees who work in an environment with a strong CCM perceive that the company has fair conflict resolution techniques, appropriate and effective conflict management procedures, effective and fair leaders in this area, and that management and staff collaborate to resolve any issues that may come up within the company (Rivlin, 2001). Because they are the same for everyone, procedures are fair and standardized, which can offer predictability and a sense of control (Rivlin, 2001). When an organization establishes clear and well-known procedures and rules, employees understand how conflicts will be addressed and feel assured. Because they are the same for everyone, procedures are fair and standardized, which might offer perceived control and predictability (Rivlin, 2001). Because there is an expectation that negative acts will be handled and hence prevented and halted, CCM can also help employees feel comfortable voicing concerns and speaking up early when abuse and unfairness occur (Zahlquist et al., 2019). Therefore, conflict management climate (CCM) does not pertain to an individual’s personal conflict resolution style or their ability to manage interpersonal disputes. Instead, it reflects the trust employees place in the organization and its leadership to step in and effectively address conflicts when needed. Although CCM can be assessed at a collective level by measuring shared perceptions across the organization, this study focuses on individual-level perceptions. Consequently, the hypotheses and findings will be centered on personal views of the conflict management climate.

H3: There is a significant negative relationship between Positive CCM and WA.

H5: CCM significantly moderates the WC-WA relationship in such a way that positive CCM will weaken the conflict-aggression relationship.

2.11 Conceptual Framework

Conceptual framework developed based on discussion in above pages depicting hypothesized relationship between Conflict, Workplace Aggression, Organizational Culture and Conflict management climate in the organization is shown in Fig. 2.5.

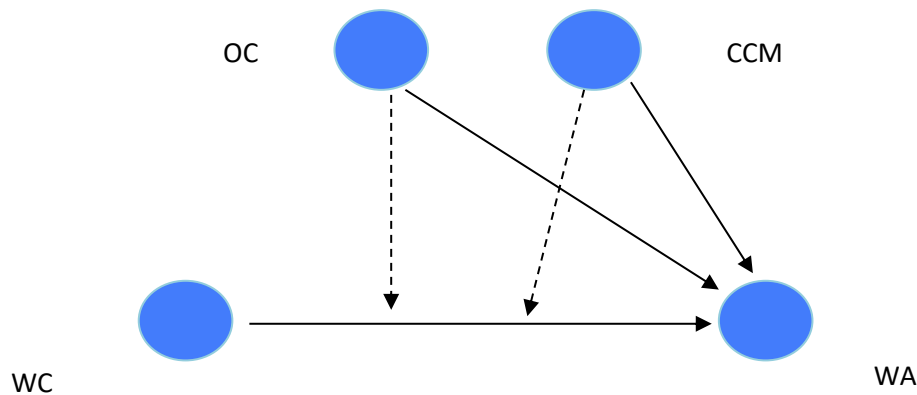


Fig 2.5 Conceptual Framework

The framework is designed to direct the research approach, draw relationships with providing basis to evaluate the hypotheses. According to the framework, workplace conflict is expected to be positively correlated with workplace aggression, as unresolved conflicts may escalate into aggressive behaviors. Organizational culture serves as an invisible force that drives behaviour, establishes expectations, and creates a shared sense of identity within the organization, it is hypothesized to influence the occurrence and intensity of escalation of workplace conflict into aggression. A positive and supportive organizational culture is expected to reduce conflict escalating to aggression, while a toxic or unsupportive culture may exacerbate these issues.

The conflict management climate (CCM) is another key factor in the framework. CCM refers to the overall organizational approach to managing and resolving conflicts. A positive CCM, characterized by effective conflict resolution strategies, open communication, and supportive leadership, shall moderate the conflict - aggression relationship in an organisation. Specifically, a strong CCM is hypothesized to reduce the possibilities of escalation of conflict into aggression, even in organizations where conflict is prevalent.

2.12 Scope of the Study

While research suggests that most of the workplace violence is caused by organizational outsiders, it is still essential to focus on co-worker-initiated violence because nonfatal physical harms far outnumber fatal attacks (Greenberg & Barling, 1999), and their consequences to both the organization and the individual are severe. Coworker-initiated Violence and Aggression depicts lower effective engagement to the organization and affects emotional and psychosomatic well-being as compared with public-initiated Violence and Aggression (LeBlanc & Kelloway, 2002). Victims of coworker hostility believe that their organization can prevent such incidents from occurring, in absence of which they may blame the organization leading to drop in emotional engagement (Rogers & Kelloway, 1997). Also, victims of any workplace aggression, be it bullying, harassment, cold treatment, or verbal abuse, are in prolonged contact with the aggressor, exposed to the act repeatedly, and hence prone to far more severe violence like homicide or murder (Björkqvist, K., Österman, K., & Hjelt-Bäck, 1994).

On the other hand, victims of outsider-initiated violence may regard the occurrence as an occupation hazard and, as a result, may not blame the organization for it. Hence the role and responsibility of an organization becomes even more crucial when it comes to organization insider-initiated Violence. Considering the criticality and importance of addressing co-worker-initiated violence and high chances of mitigating the incidences with factors under Organizational control the scope of this work has been limited to Co-worker initiated aggression i.e TYPE III

Aggression or Violence. This study also excludes unions and unionised labour or for that matter non-unionised labour that work on daily wages or are engaged in hard manual labour; as the terms and conditions, working environment, facilities provided, trainings imparted and work outcome expected from this class of working population is very different. Including that would mean to include various other factors which may become impractical to incorporate in the same study.

2.13 Significance of the Study

Research on workplace aggression and violence has garnered increasing attention in recent years, though there is still limited insight into how organizational factors, particularly the Conflict management climate (CCM), contribute to mitigate such incidents. This study is an important step toward addressing this gap and offers a comprehensive exploration of how CCM can influence the dynamics of aggression and violence within organizational settings. While previous studies have examined many facets of workplace aggression, like its causes and manifestations, the specific impact of conflict management strategies in preventing aggression has not been sufficiently explored. By focusing on the relationship between conflict and aggression, this research aims to address a critical void in the existing work.

One of the key contributions of this research is its pioneering nature. This is the first study of its kind to delve into the direct relationship between workplace conflict and aggression while also exploring the impact of organizational culture and conflict management climate on these phenomena. The findings of this research will be instrumental in providing new insights into the ways in which unresolved conflict can escalate into aggressive behaviors, and how an effective conflict management framework can act as a preventative measure. The results will also shed light on how organizational culture—comprising values, norms, and leadership practices—can either exacerbate or alleviate aggression and violence in the workplace. In summary, this study will not only bridge a crucial gap in the field

of WA and CCM but will offer actionable insights that can help organizations foster healthier, safer, and more productive work environments.

CHAPTER 3

RESEARCH METHODOLOGY

3 RESEARCH METHODOLOGY

This section outlines the research method used to assess the proposed hypotheses, detailing the research design, data collection methods, sampling procedure, sample size, scales of measurement used and respondent's summary. The methodology aligns with prior studies in the field and provides a detailed structure for understanding the approach used in this work.

3.1 Research Design

The main aim of this study is to explore how organizational culture and the conflict management climate (CCM) moderate the workplace conflict and aggression relation. To accomplish this, a quantitative research approach was utilized, with data gathered through structured questionnaires. This approach was selected for its ability to quantify relationships between the key variables and to provide statistically significant results.

3.2 Population and Sampling

According to Sekaran and Bougie (2017), a population is "the number or group of people staying in a particular geography and is of researchers' interest to examine" and sampling is the process of choosing a sufficient number of participants or the subject of the study in a way that accurately reflects the nature of the population study. Because it is nearly impossible for a researcher to survey an entire population due to resource constraints, whether financial or time-related, as occurs in the government-mandated census, sampling is considered a cost-effective and useful method of conducting a research survey (Saunders et al., 2018). Both probability and non-probability sampling approaches are used by researchers.

Every member of a population has an equal chance of being chosen for analysis using the probability sampling approach, which is carried out at random (Kazerooni, 2001). In contrast, the non-probability sampling method selects respondents non-randomly based on the researcher's convenience and the goal of the study (Kazerooni, 2001). The probability sampling approach was selected for

this quantitative analysis for the reasons listed below (Khalid et al., 2012).

- a. Avoiding biases in the selection of samples
- b. Ensuring generality

3.2.1 Procedure

The study population consists of employees working in service and manufacturing organizations registered with the Directorate of Industries, Uttarakhand. Micro-enterprises were excluded from the study. The data was collected from organizations listed on the Directorate's website (<https://www.doiuk.org>), ensuring a broad representation of industries.

Employees selected for the study had to meet the following criteria:

- At least one year of work experience in the current organization.
- Willingness to participate in the study.
- Employment at an executive or white-collar level.

Exclusion criteria included:

- Employees who were not currently working or were on holiday.
- Contractual, unionized, non-unionized workers, or those engaged in manual labor or working on daily wages.

This study focuses on co-worker-initiated violence, specifically Type III aggression, which is within organizational influence to manage and mitigate. We included only employees with at least one year of tenure, as this duration allows them to develop a clearer perception of workplace dynamics and accurately identify aggressive versus non-aggressive behaviors.

Unionized labour, daily-wage workers, and those performing manual labour were excluded because their work conditions, organizational support, and expectations differ significantly. Including this group would introduce additional variables,

complicating the study and diverging from the specific organizational factors relevant to white-collar and executive roles. By refining the respondent scope, we aim to yield clearer insights into workplace aggression in contexts where organizational intervention may be more applicable.

The study centers on workplace aggression in environments where organizational policies, structures, and interpersonal dynamics play critical roles. Executive and white-collar employees typically work in roles with defined responsibilities and stable employment conditions, allowing for a more consistent examination of workplace aggression. These roles are more directly influenced by organizational interventions, making it feasible to assess factors like Conflict management and culture in reducing aggression. Including only this group enables targeted insights, as their experiences are more aligned with the study's focus on organizationally manageable aggression.

Given the large population size (over 300,000 employees across various organizations), a Cluster Sampling technique with equal cluster size was chosen as the most feasible and representative approach. The population was divided into clusters based on geographic location within the three Integrated Industrial Estates (IIEs) of Uttarakhand, which allowed us to focus on distinct industrial hubs within the region.

This sampling design was selected over other methods because the population was highly dispersed across a large geographic area. By selecting an equal number of organizations (10) from each cluster, we aimed to balance representation from each geographic location while keeping the sample manageable. Equal cluster size sampling provided a structured way to capture diversity across regions, as simple random sampling could have led to over- or under-representation from certain IIEs, and stratified sampling would require extensive subgrouping criteria beyond geographic division.

After listing the organizations registered in each IIE (https://doiuk.org/mysite/list_of_industries), we randomly selected 10 organizations per cluster through a random function [rand()] in Excel. HR managers or Heads of the 30 selected organizations were then contacted by email to get their consent. Confidentiality and anonymity were assured for participants and organizations. Follow-ups were conducted by email and telephone.

While the sampling design initially aimed for equal representation by selecting 10 organizations from each cluster, the final sample reflected unequal response rates, we received consent from three organizations in Dehradun, one in Haridwar, and two in Udham Singh Nagar, totalling 864 employees. Nonetheless, the approach still allowed us to generalize across clusters, retaining geographic representation despite variations in response. These Organizations were in the field of Banking, Hotel, IT Service and Manufacturing. Casual/contract workers were not included in the study. Brief about Uttarakhand Industrial Scenario: -

Uttarakhand fact file



Source: Uttarakhand Government Portal
(<http://uk.gov.in/images/map.jpg>)

Dehradun
Capital



53,483 lakh sq.km.
geographical area



79.63%
literacy rate



189 persons per sq km
Population density



4.9 million
female population



administrative districts: **24**



11.22 million
total population



5.1 million
male population

963:1000
Sex ratio

(females per 1,000 males)

Key Insights

- Uttarakhand is located at the foothills of the Himalayan mountain ranges. The state share borders with China (Tibet) in the north & Nepal in the east and inter-state boundaries with Himachal Pradesh in the west and northwest and Uttar Pradesh in the south.
- Hindi, Garhwali and Kumaoni are commonly spoken languages in the state. English is the medium of education in many of its schools.
- Uttarakhand has diverse geographical features ranging from snow-capped mountain peaks in the north to tropical forests in the south; its climate and vegetation vary accordingly.
- The state was formed in November 2000 by carving out the 13 hill-districts of Uttar Pradesh. It was formerly named Uttaranchal.

Source: Uttarakhand at a Glance, 2018-19, Directorate of Economics and Statistics

Source: <https://www.ibef.org/states/uttarakhand>

Fig 3.1- Uttarakhand Demography

Industrial infrastructure

Industrial Stats in Uttarakhand (2018-19)

Rural and small-scale industries	
Khadi Udyog/Gramodhyog Units	765
Khadi unit employees	3,124
Small scale industries (SSI)	60,466
SSI employees	298,774
Factories - Registered under Factories Act 1948	
No. of factories	2,998
No. of workers	339,694
Total persons engaged	426,587
Value of products and by-products (Rs. Lakh)	22,548,249
Gross fixed capital formation (Rs. Lakh)	507,529
Profits (Rs. Lakh)	2,996,502
Large Industries	
Total industrial estates (SIDCUL)*	28

Indicators for Vision 2030 for the MSME and Heavy Industries

MSME Indicators	2018	2019-20 E	2023-24 E	2029-30 E
No. of MSME units established	53,000	68,000	94,000	1,70,000
Capital investment (in Rs. crore)	10,960	14,000	19,400	36,000
No. of employment generation	2,58,000	3,20,000	4,60,000	8,50,000
Heavy Industries	2018	2019-20 E	2023-24 E	2029-30 E
No. of industrial units established	1828	1998	2618	4510
Capital investment (in Rs. crore)	21,826	23,155	30,351	53,769
No. of employment generation	1,68,718	1,84,363	2,48,438	4,44,123

- The industrial sector, comprising manufacturing, construction and water, gas and electricity, had a major share in the GDP of the state at 52% as of 2019-20.
- The MSME sector plays a crucial role in the economic and social development of the state as this sector is the nursery of entrepreneurship.
- This sector also has a high potential of providing livelihoods with low capital investment and high utilisation of local resources.
- The government has placed a special mandate in its Vision 2030 strategy to develop the MSME sector.

Note: * State Infrastructure and Industrial Development Corporation of Uttarakhand Limited (SIIDCUL) is a Government of Uttarakhand Enterprise
Source: Uttarakhand at a glance 2018-19, Uttarakhand Vision 2030

Source: <https://www.ibef.org/states/uttarakhand>

Fig 3.2-Uttarakhand Industrial Scenario

Key Investors in the organized sector in Uttarakhand as per IBEF report of Sep 2022 on Uttarakhand covers (source: <https://www.ibef.org/states/uttarakhand>) Sectors like Automotive, Pharmaceuticals, Agro & Food processing, Footwear, FMCG, Information & Communication Technology, Hotel & Hospitality, Tourism etc. representing variety of industries.

The HR managers or heads of all thirty organizations were contacted via email, detailing the aim of the study and requesting their consent to participate. It was assured to them that the anonymity and confidentiality of the participant as well as the organization name will be maintained. Follow up was done through e-mail and telephone. Three organizations from Dehradun, One from Haridwar and Two from Udham Singh Nagar gave their consent for the survey. These Organizations were

in the field of Banking, Hotel, IT Service and Manufacturing. Casual/contract workers were not part of the study. The sampling frame is as below

Table 3.1- Sampling Frame

Clusters	Number of Registered Organizations	Number of Employees	Organization selected for survey randomly	Consent Received	Number of Employees
Dehradun	196	1197	10	3	588
Haridwar	484	5075	10	1	212
Udham Singh Nagar	483	21906	10	2	64

A preliminary study involving 30 employees was conducted using a snowball sampling approach to verify the clarity and comprehensibility of the questions. The findings indicated no need for significant changes or adjustments. Responses from this phase were excluded from the final analysis.

3.2.2 Sample Size:

Yamane (1967:886) offers a simplified formula for determining sample sizes, typically using a “95% confidence level” and a “±5% margin of error”

$$n = N / (1 + N(e)^2)$$

$$n = 28178 / (1 + 28178(0.05)^2) = 394$$

Where n is the sample size, N is the population size, and e is the margin of error. This formula provides a reliable way to determine the required sample for large populations while balancing precision and feasibility. For a population of 28,178, a sample size of 394 was calculated with a 95% confidence level and a 5% margin of error, ensuring that the sample is statistically representative of the broader

population. This level of confidence and margin of error are commonly accepted standards in social sciences, providing reliable results without requiring exhaustive sampling (Singh & Masuku, 2014).

3.2.3 Scales of Measurement

Workplace Conflict (WC) Scale

Rahim scale of Organizational conflict (Rahim, 1983) was used to measure Intrapersonal, Intragroup and Intergroup conflict. We measured this construct using 15 items from Rahim scale with factor loading >0.50 , ($\alpha = .81$). Respondents answered on a 5point Linkert scale ranging from 0 to 5. Representative items are “There is "good" match between my needs and the needs of the organization”, “There is dissension in my group”, and” There is cooperation between my group and the other group”.

Rahim's (1983) scale has been widely used and validated in studies examining conflict at different levels within organizations (Rahim & Bonoma, 1979; Rahim, 2002). Several studies have confirmed its reliability and applicability across cultures (Antonioni, 1998; Tjosvold et al., 2014).

Workplace Aggression Scale

The Workplace Aggression Scale (WPAS; Neuman & Baron, 1998) is a self-report tool designed to assess the prevalence of workplace aggression. The scale comprises three distinct factors: (a) **Expressed Hostility**, which captures spoken and unspoken expressions of hostility, such as staring, making obscene gestures, or belittling others; (b) **Obstructionism**, referring to behaviors that intentionally hinder another person's performance, such as failing to return calls, slowing work processes, or arriving late to meetings; and (c) **Overt Aggression**, which includes acts like threats, attacks, or sabotaging workplace resources.

Originally composed of 37 items, the scale was condensed to 16 by selecting items with stronger factor loadings and higher frequency of occurrence. The response

format was also revised from a binary yes/no option to a 5-point frequency scale. Participants rate how often they have personally experienced or observed each form of aggression in their workplace, with responses ranging from 0 (never) to 5 (always).

The Workplace Aggression Scale (Neuman & Baron, 1998) has been adapted in multiple workplace aggression studies across diverse regions (Pietersen, 2005; Agnihotri, 2015), validating its key aggression dimensions. Although not extensively tested in India, studies have successfully applied similar aggression models in organizational research (Beugré, 2005; Schat & Kelloway, 2005). The adapted version used in this study maintains conceptual consistency with validated aggression constructs.

Organization Culture Measure (OCM)

Organisation Culture was measured using Van Muijen et al., (1999) Focus Questionnaire. Based on Quinn's competing values model, it identifies four cultural orientations: "**support**", "**innovation**", "**rules**", and "**goal orientation**".

The **support orientation** teamwork, collaboration, faith, involvement, and personal growth. The **innovation orientation** focuses on creativity, experimentation, and seeking new information from the environment. The **rules orientation** prioritizes adherence to authority, structured procedures, and clear division of tasks. Lastly, the **goal orientation** highlights performance, accountability, rationality, achievement, and reward based on outcomes.

The Cronbach alpha for the scale is 0.71. Based on the previous researches in this field it was observed that Organization support (Schat & Kelloway, 2003), Organization Justice (Beugré, 2005b, 2005a; James et al., 2015; Reis & Martin, 2008); Role clarity (Zahlquist et al., 2019) have been most frequently associated with frustration and aggression (Aquino & Thau, 2009; Keenan & Newton, 1984). Based on these findings the Support Orientation, Rule Orientation and Goal

Orientation were taken for this study and the scale was reduced from 21 items to 15 items. Representative statements from the scale are “people with personal problems are helped”, “Jobs are performed according to defined procedures”, “reward is dependent on performance”. Respondents were asked to rate in a scale of 1 to 5 ranging from definitely false to definitely true.

Van Muijen et al.'s (1999) Focus Questionnaire, grounded in Quinn's Competing Values Framework, has been widely applied in assessing organizational culture in various national and sectoral contexts (Cameron & Quinn, 2006; Hartnell, Ou, & Kinicki, 2011). The adapted scale used in this study aligns with prior empirical work examining cultural impact on workplace behaviors (James et al., 2015; Zahlquist et al., 2019).

Conflict management climate (CCM)

CCM was assessed using four items adapted from the Conflict Management Climate Scale by Rivlin (2001), focusing on the fairness of dispute resolution. The items were phrased: "If I have a serious disagreement with someone at work, I know who to approach about it,"; "The way disagreements between employees are handled in my unit is effective,"; "My superiors address conflicts appropriately," and "My workplace has effective procedures and methods for raising disagreements and conflicts." Responses were recorded on a 5point scale ("strongly disagree") to ("strongly agree") with Cronbach's α of .84.

The Conflict Management Climate Scale (Rivlin, 2001) has demonstrated reliability in assessing fairness perceptions in dispute resolution (Rivlin & Thomas, 2005; Einarsen et al., 2018). The selected four-item subset (Cronbach's $\alpha = .84$) captures key elements relevant to workplace dispute resolution effectiveness.

3.2.4 Respondents' Summary

639 responses were taken, out of that 417 got included in this study, resulting in a response rate of 65%. The remaining responses were excluded due to incompleteness. Descriptive statistics were utilized to analyse the data.

The majority of participants were male (67.39%), while females comprised 32.61%. Regarding work experience, 18.23% of respondents had over 10 years of experience, 24.46% had 5–10 years, and 57.31% had less than 5 years. Data were collected from individuals in senior management (22.54%), middle management (42.21%), and junior-level positions (35.25%). In terms of education, 41.71% of respondents held postgraduate degrees, 47.72% were graduates, and 10.55% were undergraduates. A detailed breakdown of the sample demographics is provided in Table 3.2.

Table 3.2- Demographic Profile

Respondent's profile	Classification	Frequency	Percentage
Gender	Male	281	67.39
	Female	136	32.61
Position	senior level	94	22.54
	middle level	176	42.2
	Junior level	147	35.25
Educational Qualification	Undergraduates	44	10.55
	Graduate	199	47.72
	Post Graduate	174	41.72
Tenure in present organization	1-5 yrs.	239	57.31
	5-10 yrs.	102	24.46
	>10 yrs.	76	18.23

CHAPTER 4

ANALYSIS, RESULT AND DISCUSSION

4 ANALYSIS, RESULT AND DISCUSSION

4.1 Analysis and Result

To evaluate the correlations in the study model, we employed structural equation modelling (SEM) using Smart PLS 4 (Hair et al., 2016). Due to its variance-based SEM methodology, which is relatively less sensitive to sample size than other applications that employ covariance-based SEM methodologies, including AMOS (Analysis of Moment Structures) (Bhattacharjee et al., 2008), we chose Smart PLS for our research. This decision taken due to the nature of the dataset and our study objectives, and the specific advantages offered by PLS-SEM in handling complex models and moderate sample sizes.

PLS-SEM is particularly effective when working with moderate sample sizes, as it does not require large datasets to produce reliable results. This makes it an ideal choice for research like ours, which involves a complex model comprising multiple constructs and interaction effects. While my sample size exceeded the minimum requirements for both PLS-SEM and CB-SEM approaches, the flexibility provided by PLS-SEM in terms of handling moderate sample sizes and non-reliance on strict normality assumptions made it the preferred choice. Unlike CB-SEM, which necessitates multivariate normality, PLS-SEM's robustness against deviations from normality ensured that the data characteristics did not impede the analysis.

Additionally, the exploratory nature of my research further supported the use of PLS-SEM. Given that the study investigates a relatively underexplored area and focuses on prediction rather than confirmation of an existing theoretical model, the emphasis of PLS-SEM on enhancing the predictive accuracy of the dependent variables aligns well with the research objectives. Specifically, my study seeks to uncover the predictive power of workplace conflict on workplace aggression and to understand how organizational climate moderates this relationship. PLS-SEM's capability to analyze direct, indirect, and interaction effects made it particularly suitable for this study.

PLS-SEM is also advantageous in handling moderating effects, as it simplifies the estimation and interpretation of these interactions compared to CB-SEM. This feature was crucial in my research, as the model includes multiple latent variables and examines the moderation effect of organizational culture and conflict management climate. The ability of PLS-SEM to effectively estimate these moderating effects provided the analytical rigor necessary for my study.

Furthermore, the flexibility of PLS-SEM in handling non-normal data distributions was a significant consideration. Variables like aggression and conflict can exhibit skewed distributions, and PLS-SEM's non-reliance on strict normality assumptions allowed for more accurate modelling of these variables. By focusing on maximizing the explained variance (R^2) of the dependent variable, PLS-SEM aligns with my study's primary goal of predicting workplace aggression based on workplace conflict, while also exploring the moderating influence of organizational climate. In contrast, CB-SEM emphasizes model fit and theory testing, which were secondary concerns in this exploratory study.

In this study, we examined the relationships among workplace aggression, organizational culture, conflict management climate, and interpersonal conflict. Before assessing the proposed relationships, we ensured the validity and reliability of each construct. Table 4.1 presents the reliability and validity values, demonstrating that the measurement model satisfies the necessary criteria. The factor loadings for each item exceeded the 0.70 threshold, ensuring strong item reliability. Similarly, the composite reliability and Cronbach's alpha values for each construct were above the recommended threshold of 0.70, indicating high internal consistency. Furthermore, the average variance extracted (AVE) for each construct surpassed the suggested cut-off of 0.50 (Rasool et al., 2019), establishing convergent validity.

To verify the discriminant validity of the constructs, the square root of the AVE for each construct was compared to the correlations between constructs. The results

confirmed that the square root of the AVE for each construct exceeded the shared variance with other constructs, thereby meeting the Fornell-Larcker criterion for discriminant validity. This thorough assessment of the measurement model ensured that all constructs utilized in the study were both reliable and valid, providing a robust basis for further structural model analysis.

Overall, the application of PLS-SEM enabled us to effectively explore the relationships and predictive influences of the variables in our study. Its methodological advantages, particularly in dealing with complex models, moderating effects, and non-normal data distributions, ensured that our research objectives were met with precision and flexibility. The results from PLS-SEM provided robust understanding on interaction of aggression, conflict, and the moderating effect of organizational climate, contributing to the understanding of these phenomena in organizational settings.

Table 4.1: Validity and Reliability

Constructs	Measurement Codes	FL	A	CR	AVE
Workplace Conflict (WC)	WC 1	0.79	0.93	0.92	0.79
	WC 2	0.82			
	WC 3	0.86			
	WC 4	0.81			
	WC 5	0.72			
	WC 6	0.76			
	WC 7	0.89			
	WC 8	0.77			
	WC 9	0.81			
	WC 10	0.9			
	WC 11	0.93			
	WC 12	0.89			

	WC 13	0.92			
	WC 14	0.77			
	WC 15	0.83			
Workplace Aggression (WA)	WA 1	0.76	0.83	0.91	0.71
	WA 2	0.67			
	WA 3	0.71			
	WA 4	0.81			
	WA 5	0.89			
	WA 6	0.74			
	WA 7	0.9			
	WA 8	0.93			
	WA 9	0.61			
	WA 10	0.78			
	WA 11	0.77			
	WA 12	0.69			
	WA 13	0.74			
	WA 14	0.86			
	WA 15	0.89			
	WA 16	0.77			
Organizational Culture (OC)	OC 1	0.86	0.91	0.93	0.59
	OC 2	0.78			
	OC 3	0.61			
	OC 4	0.71			
	OC 5	0.77			
	OC 6	0.81			
	OC 7	0.91			
	OC 8	0.88			
	OC 9	0.91			
	OC 10	0.86			

	OC 11	0.73			
	OC 12	0.74			
	OC 13	0.77			
	OC 14	0.71			
	OC 15	0.83			
Conflict management climate (CCM)	CCM 1	0.88	0.95	0.96	0.76
	CCM 2	0.91			
	CCM 3	0.86			
	CCM 4	0.78			

Note(s): FL: “Factor Loadings”, CR: “Composite Reliabilities”, α = “Cronbach’s alpha”, AVE: “Average Variance Extracted”

To assess discriminant validity AVE was used (Table 4.2). It was discovered that the intercorrelations between constructs were lower than the AVE's square root for each underlying variable. Consequently, it was determined that the measurement model's discriminant validity is within an acceptable range (Fornell and Larcker, 1981).

The model's validity was further supported by the fact that all latent constructs' AVE values exceeded the 0.5 threshold in terms of convergent validity (see Table 4.2; Fornell & Larcker, 1981).

Table 4.2: Discriminant Validity

Construct	Mean	SD	WC	WA	OC	CCM
WC	4.36	1.19	0.84			
WA	4.01	1.48	0.74***	0.89		
OC	4.34	0.98	0.76***	0.65***	0.86	
CCM	3.86	0.92	0.71***	0.63***	0.45***	0.78

Note(s): WC: Workplace Conflict, WA: Workplace Aggression, OC: Organizational Culture, CCM: Conflict management climate SD: Standard deviation. Significance level: *p < 0.05; **p < 0.01; *p < 0.001**

The concept of Common Method Bias (CMB), as discussed by Podsakoff et al. (2003), arises from systematic error variance shared among variables measured using the same method. This bias can be introduced through various sources, such as consistency motifs, societal desirability, and common scale properties, potentially leading to inflated or deflated relationships between variables in a study. To ensure the validity and reliability of research findings, it is crucial to address and control for CMB, particularly in cross-sectional study designs where self-reported data are often used (Ketokivi and Schroeder, 2004).

Given the non-longitudinal approach, collecting data at single point of time and dependence on respondent-provided data, controlling CMB was a priority. We employed multiple statistical techniques to evaluate and mitigate the potential impact of CMB on our results:

Harman's single factor test: We performed Harman's single factor test, which is a widely used diagnostic tool for evaluating CMB. This test involves an exploratory factor analysis (EFA) to assess if a single component accounts for most of the shared variance within the dataset. In our analysis, the largest variance explained by a single factor was 34%, well below the 50% threshold proposed by Podsakoff

et al. (2003). This finding suggests that a single factor does not dominate the variance in our dataset, indicating a low likelihood of significant CMB.

Variance Inflation Factors (VIF): To further validate the absence of CMB, we applied the latent factor method to compute the Variance Inflation Factors (VIF) for each construct in our model. The calculated VIF values were all below the critical threshold of 3.3, as recommended by Kock (2015). This result indicates that pathological collinearity is not present and supports the conclusion that our model is not contaminated by CMB.

Implications for Study Integrity: These analytical approaches collectively confirm that CMB does not compromise the integrity of our findings. The absence of substantial CMB ensures that the relationships observed among constructs in our study reflect genuine theoretical associations rather than artefacts of measurement methodology.

In the context of our study exploring WC, WA, OC and CCM association, addressing CMB was especially critical. The constructs involved, such as organizational culture and Climate of conflict management, are inherently subjective and often measured through self-reports. By rigorously testing for and controlling CMB, we provide robust evidence that the identified relationships between these constructs and Workplace aggression are not artificially inflated due to common method variance.

Our approach aligns with best practices in quantitative research, ensuring methodological rigor and the credibility of our results. By employing both Harman's test and VIF analysis, we adhere to established criteria for mitigating CMB, thereby enhancing the validity of our conclusions.

In summary, the comprehensive steps undertaken to assess and control for CMB strengthen the confidence in our study's findings. The rigorous methodological framework applied ensures that the observed relationships in our model are

authentic and not influenced by systematic measurement biases, allowing us to draw meaningful and reliable conclusions in the domain of Workplace aggression.

To examine whether workplace conflict, workplace aggression, organizational culture, and conflict management climate vary across key demographic groups, a Multi-Group Analysis (MGA) was conducted. This step extends the path analysis by studying the influence of **gender** and **tenure** on conceptual model. MGA allows for a better understanding of whether these demographic factors significantly affect the strength or direction of the hypothesized relationships.

Multi-Group Analysis Results

1. **Grouping Variables:** The study grouped the data by:
 - **Gender:** Male and Female.
 - **Tenure:** <5 years, 5–10 years, and >10 years.
2. **Path Coefficients Across Groups:** Path coefficients were calculated for the relationship between **Workplace Conflict** and **Workplace Aggression** across the defined groups:
 - **Overall:** $\beta = 0.040$.
 - **Gender Groups:**
 - Male: $\beta = 0.019$.
 - Female: $\beta = 0.257$.
 - **Tenure Groups:**
 - <5 years: $\beta = 0.394$.
 - 5–10 years: $\beta = 0.058$.
 - 10 years: $\beta = -0.743$.
3. **Significance Testing:** Statistical tests (t-tests and bootstrapping) were performed to evaluate whether the differences in path coefficients were significant:

- Gender Groups:
 - Male vs. Female: $p = 0.898$ (not significant).
- Tenure Groups:
 - <5 years vs. 5–10 years: $p = 0.348$ (not significant).
 - <5 years vs. >10 years: $p = 1.000$ (not significant).
 - 5–10 years vs. >10 years: $p = 0.402$ (not significant).

Negative path coefficient ($\beta = -0.743$) for the tenure group greater than 10 years indicates an inverse relationship between Workplace Conflict and Workplace Aggression in this specific group. The lower path coefficient for males ($\beta = 0.019$) compared to females ($\beta = 0.257$) indicates that the Workplace Conflict and Workplace Aggression association is weaker for males.

While descriptive differences in path coefficients were observed across groups, these differences were not profound. Indicating that the relationship between conflict and aggression is stable across gender and tenure groups in this study. Indicating that gender and tenure have no significant impact of workplace conflict and aggression relation.

Workplace Conflict (WC) and Workplace Aggression (WA)

To further delve into the Workplace Conflict (WC) and Workplace Aggression (WA) link, Workplace Aggression was closely studied in form of Covert and Overt Aggression. This step was taken to understand whether conflict in the workplace is more likely to result in subtle, indirect aggression or direct, explicit aggression. Covert Aggression includes behaviors such as giving someone the silent treatment, spreading rumors, or withholding important information. Overt Aggression includes more explicit behaviors such as yelling, physical threats, or verbal attacks.

Table 4.3: Correlation and Regression Coefficients for Workplace Conflict and Aggression Types

Metric	Covert Aggression	Overt Aggression
Correlation	0.343	0.239
Regression Coefficient	0.564	0.296

Correlation Analysis

The correlation between Workplace Conflict and Covert Aggression was found to be 0.343, indicating a moderate positive relationship. This suggests that as workplace conflict increases, employees are prone to exhibit subtle, indirect aggression.

In contrast, the correlation between Workplace Conflict and Overt Aggression was 0.239, showing a weaker direct association. Indicating low probability of conflict leading to overt aggression in a professional setting compare to covert aggression.

Regression Analysis

Regression model was evaluated to determine the magnitude of the relationship between **Workplace Conflict** and the two types of aggression:

Table 4.4- Covert and Overt Aggression Regression Coefficients

Type of Aggression	Regression Coefficient (β)	Interpretation
Covert Aggression	0.564	Workplace conflict strongly predicts covert aggression.
Overt Aggression	0.296	Workplace conflict moderately predicts overt aggression.

The regression analysis showed that **Covert Aggression** is more strongly predicted by **Workplace Conflict** ($\beta = 0.564$) compared to **Overt Aggression** ($\beta = 0.296$). Indicating that employees are inclined to respond to workplace conflict through subtle, indirect forms of aggression rather than through overt, direct aggression.

Heatmap of Relationships Between Workplace Conflict and Aggression Types

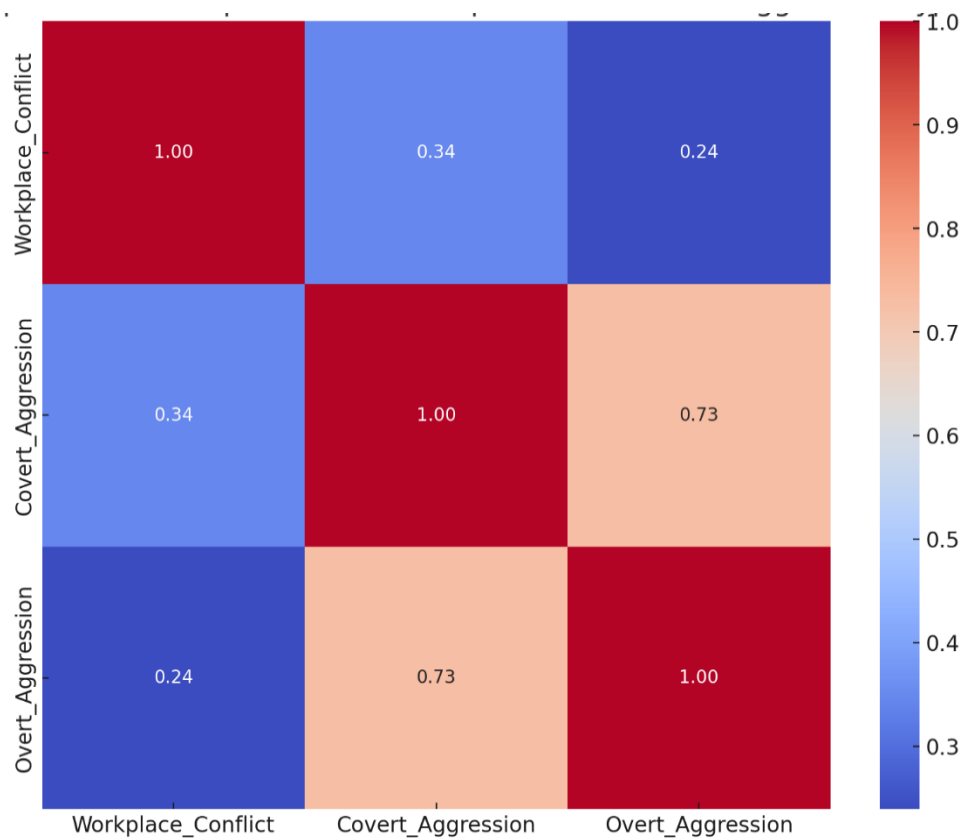


Fig 4.1- Heatmap WC - WA Types

To visualize the relationships between Workplace Conflict, Covert Aggression, and Overt Aggression, a heatmap was generated to represent the correlation matrix. The heatmap provides a clear visual of the intensity and course of the association of these elements.

Heatmap shows a moderate direct correlation (0.34) between Workplace Conflict and Covert Aggression. This indicates that as Workplace Conflict increases, employees are more inclined to exhibit subtle, indirect forms of aggression like silent treatment or spreading rumours. The correlation between Workplace Conflict and Overt Aggression is weaker (0.24) suggesting that chance of witnessing overt, explicit aggression, like verbal attacks or physical violence is low. The heatmap shows a strong positive correlation (0.73) between Covert Aggression and Overt Aggression. This indicates a high probability that individuals engaging in covert aggression will also exhibit overt aggression. This finding suggests that aggression in the workplace may escalate from subtle behaviors to more explicit forms of hostility if left unchecked.

Organisation Culture (OC) and Workplace Aggression (WA)

The study examined the relationships between workplace aggression (WA) types (Covert Aggression and Overt Aggression) and organizational culture (OC) sub-dimensions (Support Orientation, Goal Orientation, and Rule Orientation). A Pearson correlation matrix was generated to identify the intensity and course of correlation among these elements.

Correlation Analysis

The results indicate that both Covert Aggression and Overt Aggression are negatively correlated with all three sub-dimensions of organizational culture. Covert Aggression shows a stronger negative correlation compared to Overt Aggression, suggesting that subtle, hidden ways of aggression are more determined by organizational culture than clearly expressed aggression.

Table 4.5- Correlation Matrix: Organization Culture and Workplace Aggression Types

	Covert Aggression	Overt Aggression	Support Orientation	Goal Orientation	Rule Orientation
Covert Aggression	1.00	0.67	-0.39	-0.37	-0.39
Overt Aggression	0.67	1.00	-0.26	-0.27	-0.29
Support Orientation	-0.39	-0.26	1.00	0.72	0.69
Goal Orientation	-0.37	-0.27	0.72	1.00	0.72
Rule Orientation	-0.39	-0.29	0.69	0.72	1.00

Covert Aggression shows a **moderate negative correlation** with all three OC sub-dimensions:

- Support Orientation: **-0.39**
- Goal Orientation: **-0.37**
- Rule Orientation: **-0.39**

Overt Aggression also shows a **negative correlation** with OC sub-dimensions, but slightly weaker compared to covert aggression:

- Support Orientation: **-0.26**
- Goal Orientation: **-0.27**
- Rule Orientation: **-0.29**

Support Orientation appears to have the strongest negative relationship with both Covert and Overt Aggression. The negative correlations suggest that a supportive

organizational culture reduces both covert and overt aggression in the workplace. Covert aggression is more strongly influenced by organizational culture than overt aggression, which may imply that covert behaviors are more sensitive to cultural norms and rules.

Composite Regression Analysis

Further examining the link between organizational culture (OC) and workplace aggression (WA), a composite regression model was employed using OC as independent and WA as dependent variable. Regression results indicate a profound negative association between OC and WA, with following key findings:

Table 4.6: Regression Matrix- Organization Culture and Workplace Aggression

Predictor	Coefficient	p-value	Interpretation
OC	-0.333	0.000	Significant negative effect on WA
Composite			

The $R^2 = 0.168$ suggests that 16.8% variation in workplace aggression is due to organizational culture. Negative coefficient for OC indicates that with betterment in organizational culture increases, aggression decreases. Hence confirming the hypothesis that a supportive OC can mitigate aggressive behaviors in the workplace. While this R^2 value may appear modest, it is within the acceptable range for social science research, where human behaviour is influenced by numerous external factors. This result aligns with prior research in organizational behaviour, which often reports R^2 values between 0.10 and 0.30 emphasizing that the goal is often to assess the significance of specific predictors rather than to predict human behaviour with high accuracy (Ozili, P. K., 2023). The significance of the predictor variable underscores the practical importance of organizational culture in mitigating workplace aggression, even when other variables contribute to unexplained variance.

A correlation heatmap was generated to visualize the relationships between workplace aggression (WA) sub-dimensions (Covert Aggression and Overt Aggression) and organizational culture (OC) sub-dimensions (Support Orientation, Goal Orientation, and Rule Orientation). Dark blue areas indicate negative correlations, showing where organizational culture dimensions reduce workplace aggression. Red areas indicate positive correlations, such as the relationship between Covert and Overt Aggression.

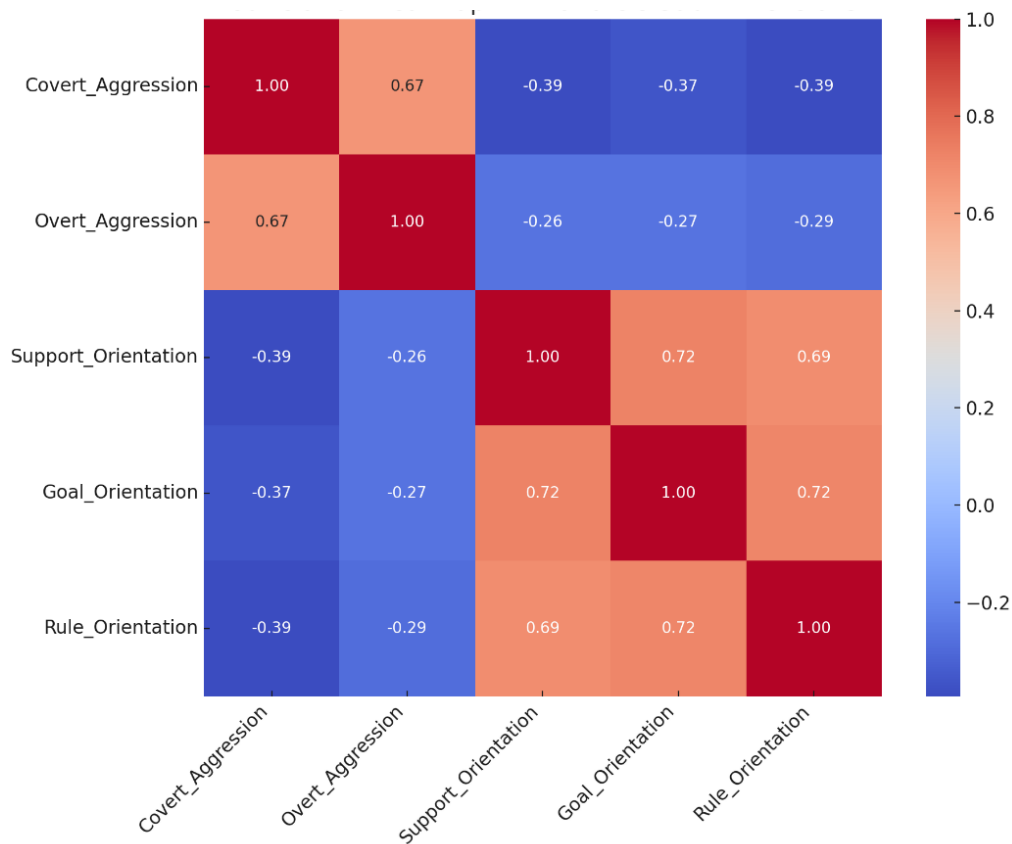


Fig 4.2- Heatmap OC-WA Subdimensions

Conflict management climate (CCM) and Workplace Aggression (WA)

Correlation- Regression study was conducted to delve into Workplace Aggression (WA) and Conflict management climate (CCM) association.

Correlation Analysis

The correlation analysis suggests moderate negative correlation between WA and CCM scores, with a Pearson correlation coefficient of $r = -0.416$. Indicating that better conflict management practices are associated with lower levels of workplace aggression. Specifically, when organizations implement effective conflict management strategies, people are unlikely to involve in aggressive conduct, such as verbal aggression, spreading rumors, or giving silent treatment.

Regression Analysis

A simple linear regression was performed to predict **Workplace Aggression (WA)** based on **Conflict management climate (CCM)**. The results are summarized below:

Table 4.7- CCM and Covert Aggression

Predictor	Coefficient (β)	p-value	Interpretation
CCM Composite	-0.348	0.000	Significant negative effect

- $R^2 = 0.181$: 18.1% of the variance in Covert Aggression is explained by CCM.
- $\beta = -0.348$: For every 1-point increase in CCM, Covert Aggression decreases by 0.348 points.

Table 4.8- Regression Matrix- CCM and Overt Aggression

Predictor	Coefficient (β)	p-value	Interpretation
CCM Composite	-0.172	0.001	Significant negative effect

- $R^2 = 0.076$: 7.6% of the variance in Overt Aggression is explained by CCM.

- $\beta = -0.172$: For every 1-point increase in CCM, Overt Aggression decreases by 0.172 points.

The results indicate that Conflict management climate (CCM) has a stronger negative effect on Covert Aggression compared to Overt Aggression. Specifically:

- CCM reduces covert forms of aggression (e.g., silent treatment, spreading rumors) more effectively than overt forms (e.g., verbal threats, physical attacks).
- This suggests that covert aggression is more sensitive to organizational conflict management practices, whereas overt aggression may be influenced by external factors beyond the scope of CCM.

Table 4.9: Regression Matrix- CCM and Workplace Aggression

Predictor	Coefficient (β)	p-value	95% Confidence Interval
CCM Composite	-0.301	0.000	[-0.411, -0.190]

The regression equation can be expressed as:

$$WA = 2.905 - 0.301 \times CCM$$

As per the analysis CCM Composite is a notable inverse predictor of Workplace Aggression (WA). The beta coefficient (-0.301) indicates that with each 1-point rise in CCM, WA decreases by 0.301 points.

Scores explain 17.3% of the variation in Workplace Aggression ($R^2 = 0.173$), suggesting that Conflict management climate (CCM) accounts for a meaningful reduction in workplace aggression.

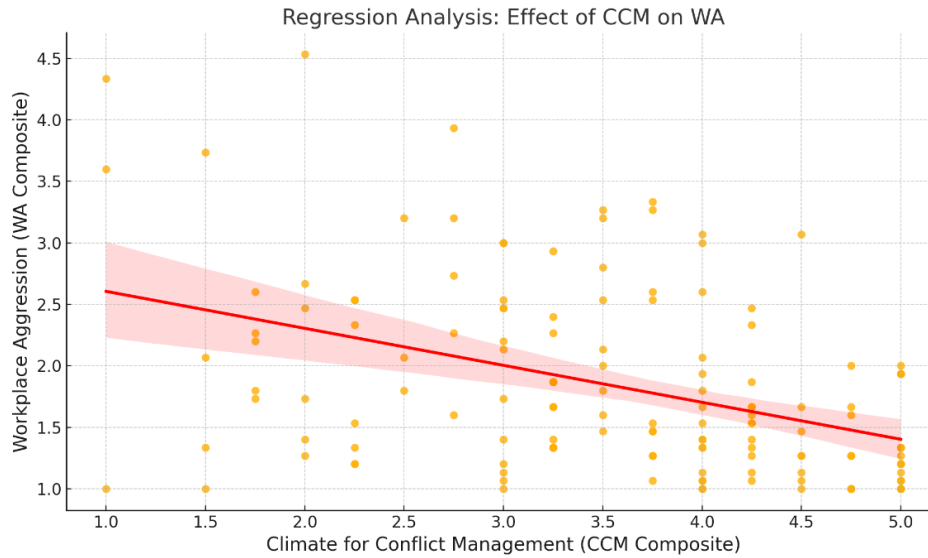


Fig 4.3- Regression Analysis- Effect of CCM on WA

Here is the correlation heatmap showing the Workplace Aggression (WA) and Conflict management climate (CCM) interaction. Negative correlation (-0.42) between WA and CCM is highlighted, indicating that better conflict management practices are associated with lower workplace aggression.

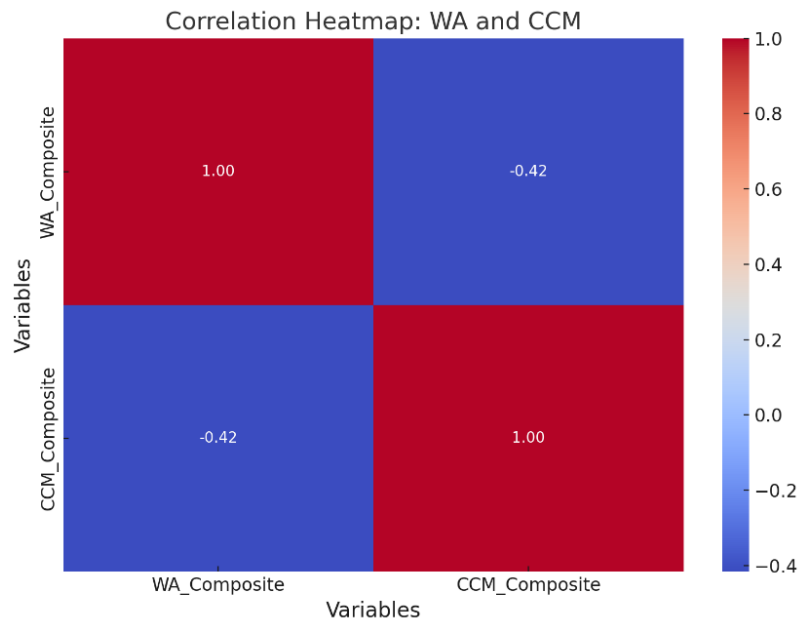


Fig 4.4- Heatmap of CCM-WA

Path Analysis

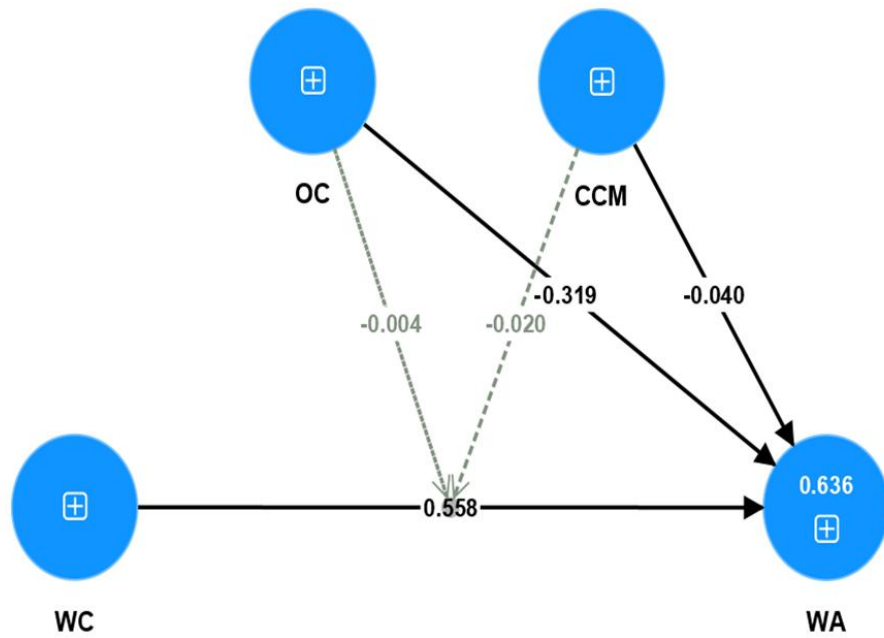


Fig 4.5- Path Analysis

Table 4.10- Path Analysis

Hypothesis	Path	β -value	p-value	Decision
H1	WC $\rightarrow$ WA	0.558	.000***	Accepted
H2	OC $\rightarrow$ WA	-0.319	0.016*	Accepted
H3	CCM $\rightarrow$ WA	-0.040	.000***	Accepted
H4	OC*WC $\rightarrow$ WA	-0.004	0.013*	Accepted
H5	CCM*WC $\rightarrow$ WA	-0.020	0.011*	Accepted

Significance level: *p < 0.05; **p < 0.01; ***p < 0.001

Note(s): WC: Workplace Conflict, WA: Workplace Aggression, OC: Organizational Culture, CCM: Conflict management climate

The study examined the relationships and moderating effects among Workplace Conflict (WC), Workplace Aggression (WA), Organizational Culture (OC), and Conflict management climate (CCM) using path analysis and other statistical approaches. Below is the detailed interpretation of the results with respect to each hypothesis.

Hypothesis 1 proposed direct relationship between WC and WA. Observed positive effect of WC on WA ($\beta = 0.558$, $p < 0.001$) supports the hypothesis validating that with increasing conflicts, instances of aggression will also increase. The strength of this relationship underscores the critical importance of addressing workplace conflict to mitigate its potential escalation into aggression.

Hypothesis 2 posited that Organizational Culture (OC) negatively impacts Workplace Aggression (WA). This hypothesis was supported by the results, with OC demonstrating a significant negative impact on WA ($\beta = -0.319$, $p < 0.05$). These results suggest - a positive organizational culture, characterized by supportive, collaborative, and value-driven practices, can effectively reduce the occurrence of workplace aggression. Aligning with prior research emphasizing the role of cultural factors in shaping workplace behaviours (Johnson et al., 2018).

Hypothesis 3 proposed that Conflict management climate (CCM) negatively impacts WA. A significant negative effect ($\beta = -0.040$, $p < 0.001$) confirms the hypothesis. A constructive conflict management climate—marked by open communication, conflict resolution mechanisms, and managerial support—has significant contribution in reducing aggression. Results reinforce a need for organizations to foster effective conflict management practices to maintain workplace harmony.

Hypothesis 4 proposed that a positive OC would weaken the conflict-aggression relationship. It was validated with the results showing a negative moderation effect ($\beta = -0.004$, $p < 0.05$). The study implies that a strong organizational culture can insulate the negative impact of WC, reducing its likelihood of escalating into

aggression. This highlights the significance of cultivating a culture which prioritizes respect, inclusivity, and conflict resolution.

Simple Slope Analysis

A Simple Slope Analysis was conducted using OLS Regression (Ordinary Least Squares) to further explore how the relationship between WC and WA changes at minimal, moderate, and significant levels of OC. Findings indicate that relationship between WC and WA is strongest at low levels of OC, suggesting that conflict in poorly managed organizations leads to higher aggression. However, as OC improves, the effect of WC on WA becomes weaker, indicating that a strong cultural framework mitigates the negative effects of conflict on aggression.

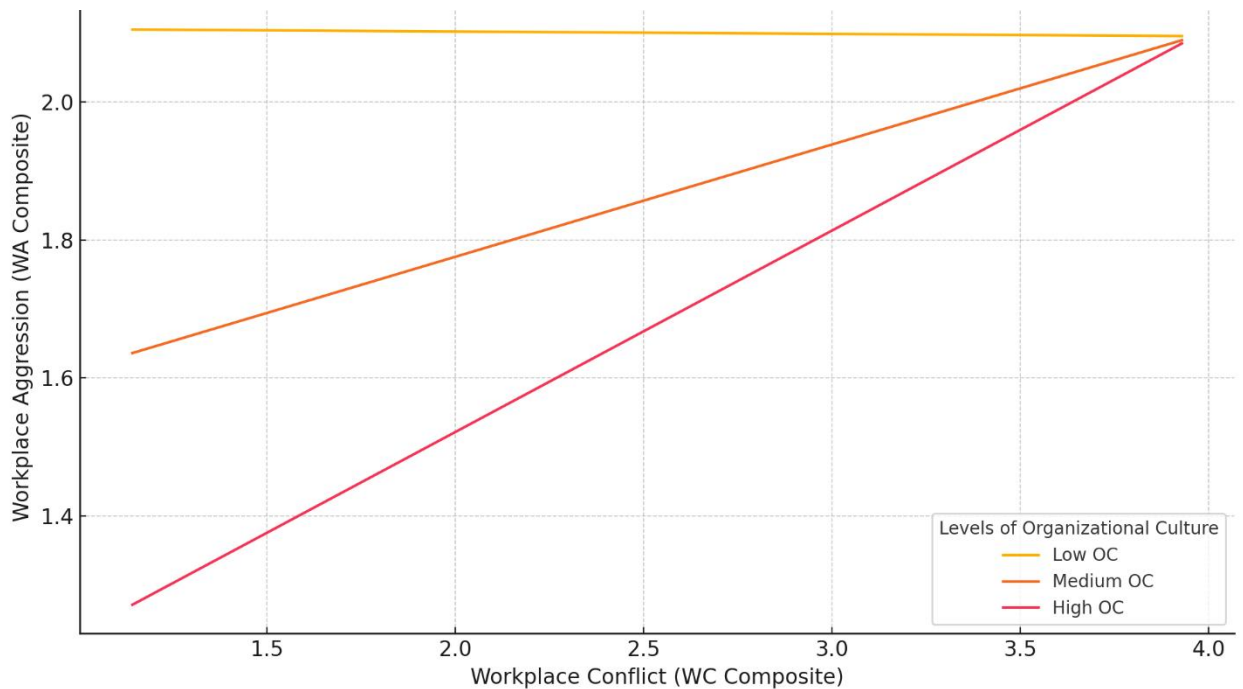


Fig 4.6 Simple Slope Analysis: Interaction Effect of OC on WC-WA

Hypothesis 5 examined whether CCM moderates the WC-WA relationship such that a positive CCM would weaken this association. The results support this hypothesis, indicating a negative moderating effect of CCM ($\beta = -0.020$, $p < 0.05$).

Hence, organizations with a robust conflict management climate can minimize the escalation of workplace conflict to aggression. This implies significance of conflict management frameworks in creating a workplace environment conducive to constructive conflict resolution.

Simple Slope Analysis

A Simple Slope Analysis was conducted using OLS Regression (Ordinary Least Squares) to further explore how the relationship between WC and WA changes at minimal, moderate, and significant levels of CCM. Result indicate strong WC - WA association at low CCM implying that conflict leads to higher aggression in poorly managed environments. While the slope is flatter when CCM is high suggesting that effective conflict management reduces the impact of conflict on aggression.

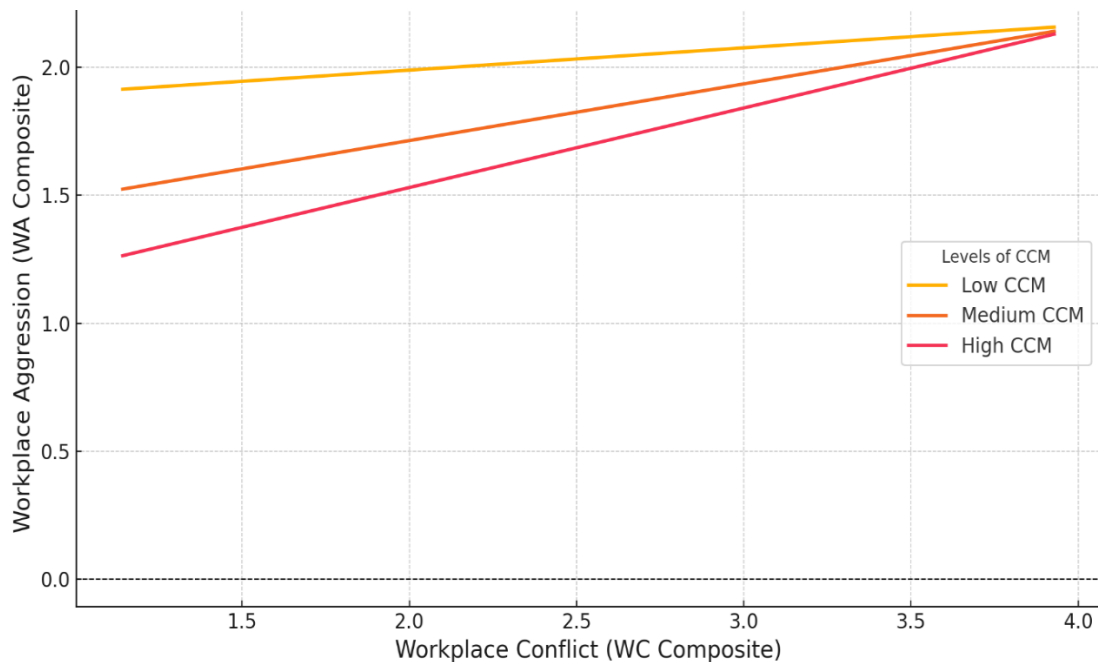


Fig 4.7 Simple Slope Analysis: Interaction Effect of CCM on WC-WA

Validity and Reliability

The constructs were evaluated for validity and reliability, as shown in Table 4.1. All constructs achieved high factor loadings (FL) exceeding 0.6, Cronbach's Alpha (α) values above 0.7, Composite Reliability (CR) above 0.7, and Average Variance Extracted (AVE) exceeding 0.5. These metrics confirm the reliability and validity of the measurement model.

Discriminant Validity

Discriminant validity is established through Fornell-Larcker criterion. The diagonal values representing the root of AVE were higher than the inter-construct correlations (Table 4.2). This confirms that the constructs are distinct and do not exhibit multicollinearity.

Path Analysis

The path coefficients and significance levels for each hypothesis are presented in Table 4.10. All five hypotheses were supported:

- H1: Positive relationship between WC and WA ($\beta = 0.558$, $p < 0.001$).
- H2: Negative effect of OC on WA ($\beta = -0.319$, $p < 0.05$).
- H3: Negative effect of CCM on WA ($\beta = -0.040$, $p < 0.001$).
- H4: Moderation effect of OC on WC-WA relationship ($\beta = -0.004$, $p < 0.05$).
- H5: Moderation effect of CCM on WC-WA relationship ($\beta = -0.020$, $p < 0.05$).

Findings collectively demonstrate the intricate dynamics between workplace conflict, aggression, and moderating factors like organizational culture and conflict management climate.

4.2 Discussion

Significant strides have been made in understanding aggressive behaviour within organizational settings. Researchers have increasingly focused on uncovering the traits and dynamics resulting in negative workplace behaviors. Despite this progress, there remains a pressing need to bridge workplace aggression with the broader field of organizational conflict processes, leaving valuable insights underexplored. While academics have addressed the significance of conflict processes in their models of workplace interpersonal mistreatment (such as bullying, mobbing, retaliation, aggression, and incivility) (Lewis et al., 1999; Skarlicki & Folger, 1997; Zapf et al., 2010), no published empirical investigation provides a clear connection between these two phenomena. One of the study's primary objectives was to understand the Workplace Conflict (WC) – Workplace Aggression (WA) association, a research gap noted in earlier studies (Raver, 2013).

Supporting the first hypothesis, a direct relation of WC and WA ($\beta = 0.558$, $p < 0.001$) is observed. This finding underscores the noteworthiness of understanding the factors driving WA and stresses the importance of addressing unresolved conflicts early on. By merging the literature on conflict and aggression, this study provides deeper insights into the reasons behind aggressive behaviors and emphasizes the importance of fostering a proactive conflict management climate to maintain healthy workplace relationships and minimize potential negative consequences.

Given the cognitive appraisal model (Lazarus and Folkman, 1984), we propose that organizations can influence an individual's appraisal process and alter its behavioural outcomes by fostering a supportive organizational culture and a constructive conflict management environment. According to Umberson et al. (2002), individuals with specific coping and evaluation tendencies are more likely to react violently to stress. Results reveal inverse influence of Organizational Culture (OC) on Workplace Aggression (WA) ($\beta = -0.319$, $p < 0.05$), supporting

H2. This suggests that a supportive and inclusive organizational culture can mitigate aggression by altering employees' perception of conflict as threatening or stressful.

Hypothesis 3, which proposed a negative association between Conflict management climate (CCM) and WA, was also supported ($\beta = -0.040$, $p < 0.001$). The findings suggest that employees' perceptions of conflict as stressful and threatening can be influenced by their view of the organizational culture and conflict management approach. When employees perceive the culture and conflict management as supportive and positive, it reshapes their appraisal of the situation, leading to constructive behavioral outcomes. Conversely, unsupportive or negative perceptions of organizational culture and conflict management may reinforce negative appraisals, potentially escalating aggression. These results align with prior research (Nerb & Spada, 2001; Neuman & Baron, 1998; Singh & Waldia, 2021; Singh et al., 2024), suggesting that poor communication, lack of explanations or perceived preventability of events can heighten the likelihood of aggressive reactions.

The study also found support for Hypothesis 4, which posited that OC negatively moderates the positive WC-WA relationship ($\beta = -0.004$, $p < 0.05$). A support-oriented, rule-oriented, and goal-focused organizational atmosphere appears crucial in reducing the perception of conflict as threatening, thereby decreasing the likelihood of aggressive responses. These findings are consistent with Keenan and Newton's (1984) work, which demonstrated that a supportive climate and reduced role conflict significantly lower frustration levels. Furthermore, organizational culture fosters trust and respect among employees, discouraging aggression (Johnson et al., 2018). Positive culture—characterized by supportive environments, clearly defined rules, and goal alignment—reduces the incidence of workplace aggression (Singh & Waldia, 2024). Workers are more inclined to trust their organization when they perceive it as fair and encouraging (Saleem et al., 2020),

which corroborates Kim's (2024) emphasis on fostering a transformative culture to prevent aggression.

Hypothesis 5, which examined CCM's moderating role on the WC-WA relationship, was also supported ($\beta = -0.020$, $p < 0.05$). These findings are consistent with research on workplace bullying, where a strong CCM was associated with reduced bullying, enhanced work engagement, and diminished negative effects of bullying on engagement (Einarsen et al., 2018). The results underscore that an effective CCM acts as a critical organizational asset, providing employees with clear guidance and assurance on where to turn for support and how to handle conflicts effectively. A strong CCM ensures that employees perceive organizational conflict resolution processes as equitable and that managers are capable and willing to resolve disputes (Rivlin, 2001). This type of environment mitigates potential violent behaviors by fostering trust that undesirable behaviors will be addressed promptly and effectively.

The findings also indicate that gender and tenure does not influence the WC-WA association. The inverse WC-WA association for greater than 10 years tenure group indicates multiple possibilities like (i) employees with longer tenure might have developed better conflict management skills or coping mechanisms (ii) Longer-tenured employees often have deeper social and professional ties within the organization. This may lead them to handle conflicts in ways that prioritize harmony and cooperation, reducing the likelihood of aggressive responses (iii) Senior employees may occupy positions of authority, which might buffer them from the direct impacts of conflict. Instead of engaging in aggression, they could resolve conflicts through organizational processes or (iv) seniority might bring a sense of stability and respect, reducing the tendency to react aggressively to conflicts.

For males, an increase in Workplace Conflict has a smaller effect on Workplace Aggression compared to females. This suggests that males may be less reactive to

workplace conflicts, exhibiting less aggression in response. Possible explanations for this could be (i) Males might employ different or more effective coping mechanisms to manage workplace conflicts, reducing their likelihood of exhibiting aggression (ii) Social expectations about gender roles might influence behavioural responses. For instance, males may feel pressure to appear stoic or unaffected by conflicts, leading to lower observed aggression. (iii) Males may perceive conflicts differently—possibly as less threatening or impactful—which could diminish their aggressive responses.

The path analysis showed that Workplace Conflict has a notable positive influence on Workplace Aggression ($\beta = 0.558$, $p < 0.001$). This overall result aligns with results of correlation and regression analysis, showing that workplace conflict leads to aggressive behaviors.

However, the breakdown into Covert Aggression and Overt Aggression provides additional insights into how aggression manifests in response to conflict. The analysis shows that employees are more likely to engage in covert forms of aggression, such as spreading rumours or withholding information, rather than overt aggression, such as verbal attacks or physical threats this is in line with the previous studies linking the two forms of aggression (Lascorz et al., 2018). From the Heatmap the strong correlation between Covert Aggression and Overt Aggression (0.73) implies that subtle forms of aggression can escalate into more explicit and harmful behaviors if not addressed in a timely manner. This finding is particularly significant in workplace environments where direct confrontations are generally discouraged by organizational norms, leading individuals to initially engage in indirect, covert behaviors such as spreading rumours, silent treatment, or withholding information. However, when these behaviors go unchecked, they can create a toxic work atmosphere that fosters escalation to overt forms of aggression, such as verbal attacks, shouting, or even physical threats. A notable example of covert aggression escalating into overt hostility is the toxic workplace culture reported at Channel Nine, where subtle forms of aggression, such as exclusion from

decision-making and intimidation, escalated into explicit acts of harassment and abuse (McPhee, 2023). Initially, employees experienced covert aggression, such as exclusion from decision-making processes and subtle intimidation. Over time, these behaviors escalated into overt acts of harassment and abuse, including inappropriate physical conduct by executives towards female staff members.

The correlation analysis provides important insights in WA-OC link. Findings suggest that a supportive organizational culture can significantly reduce both covert and overt forms of aggression in the workplace. This finding aligns with previous research suggesting that a positive organizational environment can mitigate interpersonal conflicts and discourage aggressive behaviors (Andersson & Pearson, 1999; Aquino & Thau, 2009).

Interestingly, the results show that Covert Aggression is more strongly influenced by organizational culture than Overt Aggression. This suggests that subtle, indirect forms of aggression, such as giving the "silent treatment" or spreading rumours, are more sensitive to cultural norms and organizational support. In contrast, Overt Aggression, such as verbal abuse or physical threats, appears to be less influenced by organizational culture, which may be attributed to its more visible and confrontational nature.

Among the organizational culture dimensions, Support Orientation had the strongest negative relationship with workplace aggression. This implies that organizations that demonstrate concern for employees' well-being, encourage open communication, and offer emotional support are better equipped to prevent aggressive behaviors. These findings emphasize the need to foster a positive Organizational environment to manage and reduce workplace aggression.

The correlation between Goal Orientation and aggression suggests that goal clarity and performance expectations can also play a role in reducing aggression. With clarity regarding their roles and targets, employees are less prone to exhibit frustration-driven actions that result in conflict and aggression.

The results of the composite regression and correlation heatmap highlight the critical role of OC in shaping workplace behaviour. The significant inverse association of OC and WA suggests that positive cultural practices can reduce aggressive behaviors, particularly covert forms of aggression.

The correlation heatmap further illustrates that covert aggression is more strongly influenced by cultural dimensions compared to overt aggression. This finding indicates that subtle forms of WA are more sensitive to cultural norms and can be effectively mitigated by creating a supportive and structured work environment. Overall, the findings align with the hypothesis that organizational culture acts as a buffer against workplace aggression, emphasizing the importance of establishing clear goals, rules, and support mechanisms to foster a positive workplace climate.

The association between CCM and sub-dimensions of WA — Covert Aggression and Overt Aggression indicate that CCM negatively affects both covert and overt forms of aggression, but the effect is stronger for covert aggression. This suggests that effective conflict management practices are more impactful in reducing subtle, indirect forms of aggression, while overt aggression may be influenced by additional external factors. The findings emphasize that proactive conflict management strategies are essential for mitigating covert forms of aggression in organizations. Covert aggression, often referred to as passive-aggressive behaviour, can escalate if conflicts are not addressed early and effectively managed.

The weaker effect on Overt Aggression suggests that conflict management policies alone may not be sufficient to address overt aggressive behaviors. Organizations must consider additional interventions, such as employee training on emotional regulation, stress management programs, mindfulness training and strict anti-violence policies, to address more extreme forms of aggression (Singh & Bodhi, 2025; Singh & Waldia, 2024; Singh, A.,2023).

This work adds significantly to the body of knowledge by being the first to empirically demonstrate CCM's moderating effect on the conflict-aggression

relationship. A robust CCM appears instrumental in resolving interpersonal conflicts at an early stage, promoting proactive coping strategies and encouraging employees to voice concerns before conflicts escalate. This aligns with Kwan et al. (2016), whose research demonstrated that early intervention prevents the escalation of bullying. Moreover, as Einarsen et al. (2018) suggest, CCM reduces feelings of insecurity while fostering predictability and perceived control in conflict situations.

The integration of these findings reveals the dynamic interplay between WC, WA, OC, and CCM, emphasizing the significance of a comprehensive strategy for addressing organizational disputes and managing aggression. By fostering a culture of support and implementing robust conflict management frameworks, organizations can proactively address potential conflicts before they escalate into aggression. This is not only beneficial for individual employees but also for the overall organizational health and productivity.

In summary, the results confirm that workplace conflict significantly predicts aggression ($\beta = 0.558$, $p < 0.001$), with a stronger link to covert aggression ($\beta = 0.564$) than overt aggression ($\beta = 0.296$). This aligns with Lascorz et al. (2018), who found that professional settings often suppress overt hostility, leading to indirect aggression. The strong covert-overt aggression correlation ($r = 0.73$) further supports McPhee (2023), suggesting that unaddressed covert aggression can escalate over time.

Findings also validate that organizational culture mitigates aggression ($\beta = -0.319$, $p < 0.05$), particularly through support orientation ($r = -0.39$ for covert aggression, $r = -0.26$ for overt aggression), reinforcing Johnson et al. (2018) and Saleem et al. (2020). Similarly, conflict management climate (CCM) negatively moderates the WC-WA link ($\beta = -0.020$, $p < 0.05$), echoing Einarsen et al. (2018), with a stronger impact on covert aggression.

Interestingly, the inverse WC-WA relationship in the 10+ years tenure group ($\beta = -0.743$) suggests that long-tenured employees may handle conflict more effectively,

contrasting with Aquino & Thau (2009). Overall, these results extend prior research by highlighting the differential impact of workplace conflict on aggression types and the key role of support-oriented culture and effective conflict management in mitigating aggression.

In practical terms, the findings highlight the need for organizations to invest in capacity-building initiatives focused on improving conflict resolution abilities among employees and leaders. Additionally, fostering transparency and clear communication in conflict resolution processes can further strengthen employees' trust in the organization, creating a safer and more constructive workplace environment.

As a pioneering effort, this study integrates key constructs—WC, WA, OC, and CCM—into a cohesive model that addresses significant gaps in the literature. More insights can be brought by analysing longitudinal data to investigate the long-term effects of organizational culture and conflict management practices on workplace aggression. Moreover, extending the model to include variables such as emotional intelligence, leadership styles, and team dynamics could offer deeper insights into the mechanisms driving workplace behaviors.

In conclusion, this research establishes a positive association between WC and WA, which is moderated by positive organizational culture and a strong CCM. By integrating these constructs, the study fills a critical research gap and provides actionable insights for practitioners. Organizations aiming to mitigate workplace aggression should focus on cultivating a supportive organizational culture and implementing robust conflict management frameworks to address conflicts constructively and proactively. Currently, no model exists that integrates these four indicators, making this study a valuable contribution to understanding workplace aggression and conflict dynamics.

CHAPTER 5

IMPLICATIONS, LIMITATIONS, DIRECTION FOR FUTURE SCOPE AND CONCLUSION

5 IMPLICATIONS, LIMITATIONS, DIRECTION FOR FUTURE SCOPE AND CONCLUSION

5.1 Summary

This study provides **novel** contributions to the field of workplace aggression research, particularly by applying Cognitive Appraisal Theory to understand how individuals perceive and respond to conflict situations. This research underscores the critical role of conflict management in addressing workplace aggression, answering the call of previous researchers who have highlighted the need for cross-fertilization of these domains (Raver, 2013; Raver & Barling, 2008). By examining aggression from the perspective of conflict processes, this study has opened new avenues for continued exploration and contributed to bridging a significant gap in the literature.

Understanding workplace aggression requires a multidimensional approach that encompasses both emotional and cognitive processes. Emotions are critical mechanisms influencing outcomes associated with aggression. Anger, for instance, has been identified as a central emotion in aggression studies (Anderson & Bushman, 2002; Glomb, 2002), often arising from perceptions of injustice or unresolved conflicts. This study adds to this understanding by integrating Cognitive Appraisal Theory, which provides a structured framework for evaluating how individuals assess and respond to stressors. Perceptions of conflict management climate were shown to significantly influence the cognitive appraisals of aggression, ultimately shaping how employees respond to such incidents. This insight highlights the potential of a positive conflict management climate to mitigate aggressive reactions by promoting constructive appraisals and coping strategies.

Expanding the Role of Emotions and Cognitive Processes

Research on workplace aggression has predominantly focused on emotions. While emotions like anger and frustration often escalate conflicts, cognitive processes

play a mediating role in determining how these emotions translate into behaviour. Cognitive Appraisal Theory bridges this gap by examining how individuals interpret stressors and decide on their responses. This work reinforces the theory by proving that perceptions of a supportive conflict management climate can alter how individuals appraise aggression. In a constructive and fair environment, employees tend to see conflicts as manageable challenges instead of insurmountable threats, thereby reducing the likelihood of aggressive responses.

This dual focus on cognition and emotion broadens the conceptual model of workplace aggression and provides actionable takeaways for organizations. Encouraging employees to adopt positive appraisals through training and supportive policies can significantly reduce workplace aggression. Moreover, fostering a climate where people are heard and recognised helps address the emotional underpinnings of aggression, such as feelings of injustice or neglect.

Integrating Cognition and Emotion in Conflict Research

Traditionally, conflict research has leaned heavily on cognitive processes, often overlooking the role of emotions (Neale & Bazerman, 1991; Thompson, 1990). This study bridges the gap by integrating both dimensions, offering a comprehensive perspective on workplace aggression. Cognitive Appraisal Theory posits that individuals' appraisals mediate their responses to environmental stressors. This study validates this premise by showing how perceptions of the conflict management climate influence these appraisals, ultimately affecting behavioural outcomes. For example, in organizations with a strong conflict management climate, employees tend to perceive conflicts as chances for resolution instead of triggers for aggression.

This integration of cognitive and emotional perspectives underscores the importance of addressing workplace aggression through a holistic lens. By focusing on both the emotional triggers and cognitive appraisals of aggression, organizations can develop more effective interventions. For instance, conflict resolution training

that incorporates both emotional intelligence and cognitive reframing techniques can empower employees to navigate conflicts constructively.

Conflict Management Climate and Aggressive Behaviors

The organization significantly impacts individuals' perceptions and reactions to conflicts. This research emphasizes the effect of a constructive conflict management climate in reducing instances of workplace aggression. A supportive organizational climate fosters trust, fairness, and open communication, which are essential for reducing the stress and tension that often lead to aggression. Conversely, negative climates characterized by ambiguity, inequity, or lack of support can exacerbate these issues, leading to heightened aggression.

By linking conflict management climate with Cognitive Appraisal Theory, this study extends the theory's application to organizational settings. It suggests that an organization's climate not only affects employees' immediate reactions to conflicts but also shapes their broader cognitive and emotional frameworks. For example, in organizations with a robust conflict management climate, employees perceive conflicts as manageable issues instead of overwhelming obstacles, reducing the likelihood of aggressive responses. This perspective highlights the importance of fostering a positive organizational environment to prevent aggression and promote healthy workplace interactions.

5.2 Theoretical Implications

The results of this study carry substantial relevance and offer valuable insights for future research in the field of workplace aggression, particularly through Cognitive Appraisal Theory. First, this study underscores the crucial role of conflict management related to workplace aggression, answering the call of previous researchers who have asked for cross-fertilization of these domains (Raver, 2013; Raver & Barling, 2008). By looking at aggression from conflict lens, this work has opened new avenues for continued work.

Research on aggression has consistently emphasized the significant role of emotions, both as triggers and consequences of aggressive behavior. Emotions also serve as critical mechanisms influencing the outcomes associated with experiencing aggression. Among these emotions, anger has been a central theme in aggression studies (Anderson & Bushman, 2002; Glomb, 2002). Whereas, Cognitive Appraisal Theory introduces a structured framework for understanding how individuals evaluate and respond to stressors, with cognitive appraisal being central to shaping emotional and behavioral reactions toward conflict and aggression within organizational settings, this research enhances Cognitive Appraisal Theory by demonstrating that perceptions of conflict management climate influence the appraisal of aggressive situations, affecting how employees cognitively assess, cope with, and ultimately respond to workplace aggression.

While in case of conflict research cognition received more attention than emotion (Neale & Bazerman, 1991; Thompson, 1990). Hence, merging the two domains and utilizing theory of cognitive appraisal we looked at aggression from a cognitive perspective. This perspective suggests that individuals' appraisal of workplace aggression is influenced by their perception of the conflict management climate, supporting the theory's premise that cognitive appraisals mediate responses to environmental stressors. By framing the conflict management climate as a primary preventive measure for aggression, this research highlights the value of creating environments that foster positive cognitive appraisals and discourage aggressive responses.

This research has also shed light on how perceptions of the climate within an organization can influence aggressive behaviors. Specifically, by linking conflict management climate with Cognitive Appraisal Theory, this study extends the theory's application to organizational settings, suggesting that an organization's climate can shape how individuals cognitively interpret potential conflicts and aggressions. This approach not only bridges gaps in current aggression and conflict

research but also establishes a foundation for future studies to explore cognitive processes as critical factors in organizational behavior and stress management.

5.3 Practical Implications

The results of this study carry substantial relevance for employers, managers, and management consultants. Fostering an effective conflict management environment is crucial for mitigating aggression and maintaining a harmonious workplace. A robust conflict management framework serves as a critical organizational tool for addressing and de-escalating conflicts before they escalate into aggressive behaviors. Conversely, inadequate conflict management systems leave organizations vulnerable to the long-term repercussions of unresolved conflicts, including reduced morale, increased employee turnover, and diminished productivity.

Organizations can implement several strategies to address workplace aggression. First, regular audits can help identify elements brewing aggression, like unclear policies, inadequate support, or inequitable practices. Developing and communicating clear policies for addressing aggressive behaviors ensures that employees understand the organization's stance on such issues. Encouraging open reporting of incidents without fear of retaliation fosters a culture of accountability and trust. Additionally, defining and benchmarking acceptable workplace behaviors provides employees with clear expectations and reinforces a positive organizational culture.

Organizations could leverage the experience and stability of senior employees to model constructive conflict resolution behaviors. Senior employees might serve as mentors or mediators to help younger employees handle conflicts effectively. Training programs could be designed to help females develop effective conflict management strategies, as they may be more prone to aggressive responses when conflicts arise. Managers might need to address conflicts differently based on

gender, ensuring supportive mechanisms for females to manage conflict constructively.

Effective conflict management also requires sensitive handling of terminations and separations. When employees feel valued and fairly treated during these processes are less likely to harbour resentment or engage in retaliatory aggression. Additionally, conflict resolution and emotional intelligence training can provide both employees and managers with essential tools to handle disagreements in a productive manner. By investing in these initiatives, organizations can create environments that discourage aggression and promote positive interactions.

The lack of significant moderation by gender and tenure suggests that interventions to address workplace aggression can be designed as broad-based initiatives without requiring customization based on these demographics. For example, conflict management training and organizational culture improvements may yield consistent results across all groups.

The findings highlight the importance of addressing covert aggression in workplace conflict management strategies. Since covert behaviors are harder to detect and more socially acceptable in workplace settings, organizations must implement proactive policies to foster open communication and reduce indirect hostile behaviors. Furthermore, while overt aggression is less common, it should not be ignored. Organizations must establish clear policies and consequences for overtly aggressive behaviors to maintain a safe and respectful work environment.

5.4 Limitations

As with any study, the current research has certain limitations that should be considered for future exploration. Self-reports data is often susceptible to common method bias. However, our results should not be affected, as we implemented specific measures to minimize its impact. These included assuring participants that their responses were confidential and emphasizing there were no "right" or "wrong"

answers (Podsakoff et al., 2003). Additionally, confirmatory factor analyses indicated that the measures we used were effective in reducing bias. Since method bias generally tends to deflate rather than inflate interaction effects (Podsakoff et al., 2012), we are confident that it did not significantly alter our findings on the interaction effects.

Another limitation is the cross-sectional nature of the study because of which it is difficult to establish causality. Future research should aim to test the causal relationships between workplace conflict, organizational culture, conflict management climate, and workplace aggression using longitudinal designs. Although this limitation is notable, the cross-sectional design offered the unique advantage of gathering data from a diverse set of organizations, which helps to generalize the findings to a broader range of organizational contexts.

Response bias may also have played a role in the study, as participants may have provided socially desirable responses or adjusted their answers to protect their positions, particularly since access to the organizations required managerial consent. To mitigate this, we assured participants that their responses would remain confidential and anonymous and used indirect questioning for sensitive topics to minimize social desirability bias.

The subjective nature of aggression and climate perceptions presents another limitation. The experience of being a victim of aggression, as well as the perception of the organizational climate, can vary widely between individuals. Exposure to aggression could influence how participants perceive the conflict management climate, potentially affecting their responses. This dynamic could not be tested with the present data. Future studies could address this by incorporating multi-source data and longitudinal methods to better understand how these subjective factors interact over time.

Micro-enterprises, which account for a significant portion of the MSME sector, were not included in this study due to their distinct operational characteristics,

which might differ substantially from those of small and medium-sized enterprises (SMEs). While this exclusion limits the generalizability to the broader MSME sector, focusing on SMEs allowed for a more in-depth analysis of workplace aggression patterns in organizations with more established structures, providing valuable insights specific to these types of enterprises.

Finally, this study's sample was drawn from organizations in Uttarakhand, India, primarily within the SME sector. While the findings provide valuable insights, their generalizability may be limited due to the specific regional and organizational context. Workplace dynamics, cultural norms, and organizational structures vary across industries and geographical locations, potentially influencing how workplace conflict and aggression manifest. Additionally, the cross-sectional nature of the study restricts causal inferences, emphasizing the need for longitudinal research to track how these relationships evolve over time. Future studies should validate these findings in diverse workplace settings, including larger corporations, multinational organizations, and different cultural contexts, to ensure broader applicability and robustness. Expanding research to include cross-cultural comparisons will further strengthen the theoretical and practical relevance of these results.

5.5 Direction for Future Studies

In conclusion, while substantial progress has been made in understanding workplace aggression, there remains much to be explored. The existing literature offers valuable insights, but the complexities within this field present numerous opportunities for further research. While many questions remain unanswered, the challenge lies in determining which ones should be prioritized to ensure continued advancement in the field. Goals of this study were to bridge the gap between conflict and aggression studies, enriching our understanding of both areas, and to explore how organizational culture can serve as a proactive strategy to reduce both the occurrence and impact of workplace aggression. It is my aspiration that future studies will expand upon the insights uncovered in this work, further refining our

understanding of the topic and playing a role in shaping successful approaches to safeguard employee health and safety.

Casual and contract workers were excluded from this study due to their distinct employment conditions, which often lack the stability and consistent organizational involvement experienced by permanent employees. Their unique work dynamics, influenced by factors such as short-term contracts, fluctuating job security, and limited access to company resources or development programs, could introduce variables not central to the study's focus on aggression within more structured, long-term roles. Future studies may explore these groups to capture a broader spectrum of workplace aggression

We used the Neuman and Baron (1998) Workplace Aggression Scale (WPAS) to measure workplace aggression. Although not extensively validated in India, similar tools based on the WPAS framework have been adapted and validated in regions like Africa, demonstrating the relevance of its aggression dimensions—hostility, obstructionism, and overt aggression—across various settings (Pietersen, 2005; Agnihotri, 2015). While the WPAS covers both active and passive aggression, these are considered together as general aggression, as the study focuses on how conflict management climate and organizational culture mitigate overall aggression. Future studies could explore these forms separately.

Interestingly, for employees with a tenure greater than 10 years, the WC-WA relationship was negative ($\beta = -0.743$). This suggests that as workplace conflict increases, workplace aggression decreases in this group. This finding contrasts with the positive relationships observed in other tenure groups and warrants further exploration.

Even though the study gives significant insights as how organizational culture and conflict management climate can prevent workplace aggression. Our findings suggest that a strong CCM can reduce the escalation of conflicts into aggression. Given the promising results, further research into CCM as preventive measure for

WA is warranted. A strong emphasis on fostering a supportive conflict management environment can improve employee welfare and minimize instances of aggressive behavior in the work setting.

Incorporating interdisciplinary approaches—such as integrating neuroscientific, psychological, and legal perspectives—could deepen insights into workplace aggression triggers and regulatory mechanisms. For example, neurocognitive research could explore how employees process workplace conflicts emotionally and cognitively, while legal frameworks could assess the role of organizational policies in mitigating aggression. Future studies may also integrate AI-driven sentiment analysis to detect aggression patterns in workplace communications, enhancing predictive capabilities for conflict resolution strategies. Expanding research through interdisciplinary collaboration will strengthen theoretical advancements and offer practical solutions for managing workplace aggression effectively.

5.6 Conclusion

Incidents of workplace aggression remain a significant concern for organizations worldwide. While there are many contributing factors, it is clear that both perpetrators and victims are integral parts of the workplace environment. As such, organizations must proactively implement measures to identify potential aggressive behaviors and manage them with compassion and fairness.

The current study has made significant contributions to understanding workplace aggression, integrating conflict management climate and Cognitive Appraisal Theory into a comprehensive framework. By demonstrating the pivotal role of organizational climate in shaping cognitive appraisals and emotional responses, the research provides a valuable foundation for both theoretical advancements and practical interventions.

Results underscore the importance of fostering a supportive OC and a robust CCM as proactive measures to mitigate aggression. By addressing the emotional and cognitive dimensions of workplace aggression, organizations can create environments that discourage aggressive behaviors while promoting constructive conflict resolution. These measures not only enhance employee well-being but also improve organizational performance and morale.

In conclusion, the work emphasizes that workplace aggression is a multifaceted issue requiring a multidimensional approach. By prioritizing conflict management and organizational culture, organizations can effectively address this challenge, fostering safer and more productive workplaces. The insights drawn provides a strong platform for further exploration and practical application, ensuring that workplace aggression is addressed with the urgency and depth it demands.

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7 LIST OF PUBLICATIONS

Name- Neelam Waldia, **ORCID ID-** <https://orcid.org/0009-0002-7408-3403>.

1. Waldia, N., Rai, S., Thakur, G., & Singh, A. (2024). **Educational dynamics: The effects of personality and mindfulness on student misbehaviour, teacher aggression, and peer bullying.** *Journal of Informatics Education and Research*, 4(3). <https://doi.org/10.52783/jier.v4i3.1367>
2. Waldia, N., Rai, S., Thakur, G., & Singh, A. (2024). **Leadership support as a catalyst for digital HRM success: Linking perceived usefulness and behavioural intention.** *European Economic Letters*, 14(3), 1035–1043. <https://doi.org/10.52783/eel.v14i3.1864>

8 ANNEXURES

ANNEXURE 1

CONSENT FROM ORGANIZATIONS

Date:

.....

.....

Dear Sir/Madam:

Warmest Greetings!

I would like to ask your permission to allow me to conduct a survey among the employees in your esteemed organization. This is in view of my thesis, entitled, “Role of Conflict Management in mitigating incidences of Workplace Aggression and Violence”. I am conducting the survey among employees from various organizations in Uttarakhand.

The survey would take 30-40 minutes and would be arranged at a time convenient to the employees and the organization (e.g during break). Participation in the survey is entirely voluntary and there are no known or anticipated risks to participation in the study. Responses in all parts of this study will be kept entirely confidential. All data is numerically coded and for research use only. Name of the respondent or the organization will never be associated with the responses, and all data will be kept confidential and safe. Respondents are not forced to write their names or provide details that may reveal their identity. There are no right and wrong answer to the questions. As mentioned before the survey is part of my doctoral thesis project and the data will be used for academic purpose only.

Workplace Aggression has been established as a widespread and detrimental stressor in contemporary working life, typically taking the form of a progressively developing process, therefore knowledge of preventative variables is crucial. My

study aims at looking into organization factors that may reinforce or deter aggression at work. Your support in this regard will not only help me to complete my work but will also lead to foundation of implications for organizations which may help create aggression free workplaces.

Please feel free to ask questions regarding this study. You may contact me later if you need more information or any other formality to be completed to get the consent. My contact details are:

Name- Neelam Waldia, Phone number- 9760658222, email id- adhikari.neelam@gmail.com.

Thank you for your time.

Sincerely,

Neelam Waldia

Research Scholar, School of Business

UPES, Dehradun

ANNEXURE II

DEBRIEFING TO PARTICIPANTS

Your responses in all parts of this study will be kept entirely confidential. All data is numerically coded and for research use only. Your name will never be associated with your responses, and all data will be kept confidential. You are not forced to write your names or provide details that may reveal your identity. There are no known risks associated with these studies. This survey is part of my doctoral thesis project and the data will be used for academic purpose only. There are no right and wrong answer to the questions, choose the selection that best corresponds with your opinion.

If you are interested in receiving a copy of the results of the survey, you can write an e-mail to me. After the data have been analyzed and research approved I will be able to send a copy of the executive summary to you.

Thank you again for your participation, if you have any questions about this study, please contact

Neelam Waldia, email id- adhikari.neelam@gmail.com

ANNEXURE III

SURVEY INSTRUMENT

S.no	Item Description	1	2	3	4	5
	Conflict scale	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1*	I like the tasks I perform relative to the other tasks that are performed in my organization					
2*	There is "good" match between my needs and the needs of the organization					
3*	If I accept a job in another company, I would like to do the tasks that I am doing now					
4*	My job is challenging					
5*	There is good match between the tasks that I perform and my initial task preferences when I took this job					
6*	My skills are fully utilized on the job					

7*	There is harmony within my group					
8	There is friendliness among members of our group					
9	There is dissension in my group					
10*	The members of my group are supportive of each other's ideas					
11*	There is "we" feeling among the members of my group					
12	The other group withholds information necessary for the attainment of our group tasks					
13*	The relationship between my group and the other group is harmonious in attaining the overall organizational goals					
14	There is lack of mutual assistance between my group and the other group					
15*	There is cooperation					

	between my group and the other group					
	Aggression and Violence- How often you face or witness the following in your workplace	Never	Rarely	Sometimes	often	Always
16	Staring, dirty looks or negative eye contact					
17	Giving someone the "silent treatment"					
18	Talking behind the back/spreading rumors about someone					
19	Sending unfairly negative information to higher levels in the organisation					
20	Leaving the work area when target enters					
21	Failed to return phone calls or responds to memos					
22	Causing others to delay action or important matters					
23	Failing to warn the target of impending danger					
24	Showing up late for the					

	meeting run by the target					
25	Needlessly consuming resources needed by the target					
26	Been attacked with a weapon (gun, knife, or any tool)					
27	Physical attack/assault (eg. Pushing, shoving, hitting)					
28	Threat of physical violence					
29	Yelling, shouting or swearing					
30	Verbal aggression					
31	Destroying mail or messages to needed by the target					
	Organisation Culture How often in your organisation	Definitely false	Mostly false	Neutral	Mostly true	Definitely true
32	people with personal problems are helped					
33	people who wish to advance are supported by their superiors					

34	constructive criticism is accepted					
35	managers express concern about employees' personal problems					
36	new ideas about work organisation are encouraged					
37	management practices allow freedom to work					
38	instructions are written down					
39	Jobs are performed according to defined procedures					
40	management follow the rules themselves					
41	competitiveness in relation to other organisations is measured					
42	individual appraisal is directly related to the attainment of goals					
43	management specify the targets to be attained					
44	It is clear that how performance					

	will be evaluated					
45	there are hard criteria against which job performance is measured					
46	reward is dependent on performance					
	CCM	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
47	If I have a serious disagreement with someone at work, I know who I should talk to about it					
48	The way we deal with disagreements between employees in my unit works well					
49	My superiors deal with conflicts in a good manner					
50	We have good procedures and methods for raising disagreements and conflicts at my workplace					

ANNEXURE IV

DEMOGRAPHICS

Name _____

Age _____

Gender _____

Position

Senior Level ☐

Middle Level ☐

Junior Level ☐

Education Qualification

Undergraduate ☐

Graduate ☐

Postgraduate ☐

Tenure in Present Organization

1-5 years ☐

5-10 years ☐

>10 years ☐

Type of Organization

Manufacturing ☐

Service ☐

Neelam Waldia

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