A CONCEPTUAL STUDY ON THE MODERATION EFFECT OF ORGANIZATIONAL AND DISPOSITIONAL FACTORS ON EMPLOYEE INTRA-PERSONAL CONFLICT AND CS: A PROPOSED FRAMEWORK

Poushali Dey

*Sister Nivedita University, Research Scholar
Indian Institute of Foreign Trade (IIFT)*

Mainak Sarkar

*Department of Business Administration,
Bengal College of Engineering
and Technology, Research Scholar,
Indian Institute of Foreign Trade(IIFT)*

Sarmistha Ghatak

*Department of Business Administration, Bengal College of
Engineering and Technology, Research Scholar, National Institute of Technology, Durgapur (NIT-D)*

ABSTRACT

Covid 19 has been a huge dampener for businesses across the world. It has transformed the way businesses had been operating for ages and has encouraged industries to adapt and adopt new strategies and policies to mitigate the new threats and opportunities that the next normal offers. Businesses now have focused on the human factor more than tangible financial gains. Long-term human relationships are valued more than ever and an honest effortis made towards ensuring employee well-being at the workplace since they seem to influence the organizational outcomes as a whole, especially in the service industry. This paper proposes causal relationship between Employee Conflict and Customer Satisfaction in the next normal, primarily focusing on the service sector which is characterized by employee-to-customer relationships. The paper also tries to investigate the moderating impact of a dispositional variable i.e., Emotional Intelligence (EI), andorganizational variables i.e., Organization Culture (OC). Itproposes a theoretical construct or framework based on the extensive literature review, to explain the causal relationship between Employee Conflict (EC) and Customer Satisfaction (CS), with the intervening role of the moderating variables.

Keywords: Employee Conflict, conflict management, Customer Satisfaction, workplace conflict, COVID-1

Introduction

The business world is everchanging and dynamic. The pandemic that rocked the whole world off its feet has also been a great teacher. It has taught us that everything in this world is ephemeral, nothing is constant except change. As the world slowly and steadily rolls back to normalcy from the doom of the pandemic, the business world has gone through a complete transformation. Organizations have realized that it is not important to be successful alone but also to survive. Hence, sustainability is the new buzzword in the next normal and a key to surviving the uncertainty that forced businesses to introspect and change the way of working for good (Bai et al., 2021). Sustainability can be achieved through employee policies, practices, and systems around which an organization operates (Ranjbari et al., 2021). Therefore, employees and their well-being has become of paramount importance in this new era.

Academic research has also gone through a metamorphosis. It has been observed that researchers now are interested in multidisciplinary or interdisciplinary research which has a specific impact on society as a whole. Domain-specific research is becoming scarce owing to the way business is being conducted in post covid era, the next normal. An era of inter relation and interdependency where employees hold the key to organizational success (Hite et al., 2020). Covid has impacted the business world in multiple ways; one of the pieces of the puzzle is human resources itself. It has resulted in various employee behavioral issues, that have had a deep psychological impact on the organization's workforce. Anxiety, stress, fear of job loss, uncertainty, and constant workplace conflict, are a few to mention. Companies are riddled with these issues and their influences on organizational outcomes like CS, employee performance, growth productivity, etc. (Hite et al,. 2020). Academic research has been focusing on these issues, trying to understand the behavioral impact of individual employees on organizational outcomes like CS.

CS is of paramount importance to an organization however, CS does not only depend on the services offered by the organization but also on the various individual and organizational factors that may have a direct or indirect influence on it, like employee work attitude, communication, compassion, empathy, listening, etc. (Iriarte et al.,2020). These critical success factors are often influenced by employee behavioral outcomes and attitudes. One of the employee work behaviors studied in this paper is EC.

EC spirals out due to poor communication, stress, individual work attitudes, organization practices, etc., and in turn, it influences organizational outcomes like performance, CS, etc (Balducci et al., 2021). Especially in the service sector where employees directly communicate with customers, these factors become critical as they tend to influence employee-to-customer interaction which is key to CS. (Lamprou et al., 2018). EC results in dissatisfaction and dissatisfied employees would have an impact on the way he communicates with people around them, which may include customers as well. Such unfriendly gestures might dampen overall CS and may impact business growth (Madiha & Shazia, 2015).

Existing literature has spoken about the influence of Employee job satisfaction on CS. It has been argued that individual behaviors play a positive role in building customer perception toward business offerings (Spiro and Weitz, 1990). (Eunet al.,2020) in his article opined that internal marketing strategies like rewards and recognition influence job attitudes like job satisfaction (JS), engagement, and commitment which in turn results in positive organizational outcomes like CS, loyalty, and retention.Thus, satisfied employees result in a positive impact on customers' perceived satisfaction. Satisfied employees are engaged and are more proactive, receptive, and empathic toward customers thereby giving them a better buying experience (Beatly et al., 1996; Rafaeli, 1993).

(Krudi et al.,2020) pointed out that the possibility of any congruence between ESandCS is not adequately explored or investigated in the conventional marketing literature and the field is left untouched which extends huge opportunities for researchers to further explore. He has tried to verify the possible relationship between ES on CS, with the help of five employee-level variables that are thought to impact CS, like, communication, rewards, employee loyalty, retention, and commitment. Few studies have pointed out that ES plays a pivotal role in understanding customer interaction and communication (Jeon et al., 2012), however, the work is limited and scarce. (Grandey, 2000), in his work has opined that satisfied or contented employees display positive emotions which results in positive organizational outcomes like CS by sharing their positive feelings about the firm with the customers which leads to a more engaged and satisfied employee-to-customer relationship, especially in the service sector.It is important to note that a few researchers have opined that it is impossible to retain loyal customers with maximum satisfaction without having satisfied and involved employees, (Joseet al.,2003).JS is one of the work behaviors that has been found to have an influence on CS as mentioned above. However, as we study the existing literature, it is understood that very little work has been done in studying the influences of other employee behaviors like EC, attitudes, etc. on CS, or simply put, employee behavioral issues and how they influence.

As we dig deeper into the existing source of knowledge, we are intrigued by the amount of work done in the field of workplace conflict. The current work however is disappointing to some extent as it focuses primarily on types of conflict, i.e., mostly on interpersonal and group-level conflict, while ignoring intrapersonal conflict as a factor that influences organizational outcomes as well. (Yidana, 2020) defines conflict as an inevitable phenomenon in the workplace, a "blessing in disguise" that result in creativity and innovation. He further elaborates on the various types of conflict that spun off from the lack of intrapersonal skills and define ways and methods to deal with them effectivity. (Kilonzo et al., 2015; Johdi et al., 2012) have in their work discussed at length the causes of conflict and have classified them into two groups: - organizational and individual factors. (Bennett,2007) has defined organizational factors as those that originate from within the organization itself like organizational policies, structures, style of working, etc., while individual factors are related to interpersonal conflict among employees and are defined as anundesirable interpersonal rendezvous characterized by contradictory arguments, resentment, abnegation or antagonism (McCorkle et al.,2002). (Wanzer et al., 2008) further enriched the existing literature by defining and classifying sources of conflict, mainly the ones that result in interpersonal conflict among employees in the workplace. (Freedman, 2019) emphasized the role of interpersonal conflict among nurses and their impact on service delivery to customers i.e., patients, in the healthcare industry. He emphasized that conflict results in dissatisfaction and inappropriate work behavior which influences the way they deal with customers. (Woodyath et al., 2020) also, emboldens the fact that interpersonal conflict dampens dyadic relationships and organizational communication as a whole. It results in expectation mismatch, work aversion, fatigue, stress, and dissatisfaction within the workforce, which eventually leads to turnover, and poor performance, in order words unfavorable organizational outcomes. On exploring the current source of knowledge further, we observed that work related to group conflict is also been discussed, however, the work in this domain is quite scarce. (Fox et al.,2021) talks about group conflict and its effect on group members in fostering a collaborative climate especially post covid. The paper explores the effect of such conflict on employee well-being and group dynamics especially while achieving group targets and objectives in alignment withthe organizational objectives.

One of the articles on EC, (Zhao et al., 2014) focuses on the indeliblebearing of work-family conflict on CS, in the domain of the hospital sector. He points out that work-family conflict results in poor performance and stress in the front-line workers which eventually have a spill-over effect on the employee-customer relationship, hence affecting CS.

It is vexing to observe that existing literature talks about conflict and studies it in great detail however it sheds light only on the different types of conflict and how they impact individual employee behavioral outcomes. Studies related to intrapersonal conflict and its relationship to CSare unfounded and equally rare.The existing body of knowledge also elaborates on the effect of JS on CSalone while keepingthe larger domain untapped. Hence it is important to explore the possibility of a relationship between other employee work behaviors like EC, especially intrapersonal conflict, on CS.

Therefore, this paper tries to explore the possibility of the influence of one such behavioral outcome on CS. It aims at understanding the influence of employee intrapersonal conflict on CS using OC, EI, and as moderating variables. The paper proposes a theoretical construct to explain the causal relationship between the two variables and develops research propositions. Built on the preliminary explorative study, we have developed a few research questions, that we intend to answer through our propositions and proposed framework.

• What are the key factors of intrapersonal conflict?
• How does intrapersonal conflict impact the working of an organization?
• Is there any relationship between conflict and organizational outcomes like CS?
• What are the critical factors of CS and how are they related to EC?
• Does emotional intelligence and organizational culture moderates the causal relationship between EC and CS?

A detailed study of the existing literature has been conducted to arrive at the propositions and the proposed theoretical model, to obtain a satisfactory understanding and explanation of all the above research questions.

Literature review

The current research aims at studying the influence of EC on CS primarily in the service sector, withmoderation variables. The research claims that conflict results in dissatisfied employees, which triggers negative behavior. This behaviorinfluences the employee-to-customer relationship and hence results in poor CS.

To further justify our proposed theory, we have explored the existing literature in three different aspects and have arrived at our propositions and conceptual model.

Employee intrapersonal conflict:

Conflicts are common and mostly unavoidable in the workplace as human beings have different perceptions, opinions, values, beliefs, feelings, etc. Every individual working in the organization is different from the others, in the way they think, perceive, and interpret the environment around them. "Conflict is defined as a phenomenon that arises due to disagreements, grievances, disputes, or misunderstandings within the workplace. It is an emotional state whose manifestation can be through different behavioral or psychological outcomes for both organization and its employees"(Abiodun et al., 2014). There are different views on the conflict. The traditional view is that conflicts are bad and should not be encouraged at any cost (Robbins 2005), while the latest view from (Obi, 2012) defines conflict as a healthy part of a working relationship and exists in mostly in three forms: intrapersonal, interpersonal, and intergroup conflict. There exists a third view that opines that conflict is a source of creativity, innovation, and ideation (Townsend, 1985).

(Pauluset al., 2009; Jehn et al., 2004) have supported the second theory and in their view interpersonal and group conflict within the workplace resultsin creativity, innovation, and ideation. The last view preaches that conflict is cannot be classified as good or badbut it's a necessary tool for the smooth functioning of an organization that desires positive outcomes (De &Van, 2010). These theories make it amply clear that there exists a causal effect of conflict on the working of an organization and it may influence organizational outcomes. Conflicts usually are categorized in the form of their outcomes – functional and dysfunctional i.e., either positive or negative (Madiha& Shazia, 2015). A dysfunctional conflict is defined as one thatharms organizational outcomes like poor performance, low productivity, and poor JS. Dysfunctional conflict tends to obstruct the organization or individual from attaining their goals and objectives (Baker, 2011). However (Oucho, 2002) defines functional conflict as one that benefits and impacts people positively. Functional conflict enables and ensures innovation, learning, and growth opportunities for both individuals and the organization as a whole (Kinicki & Kreitner, 2008).

(John et al., 2020) has discussed primarily three types of conflicts depending on the level of the conflict generation– intrapersonal conflict, interpersonal conflict, and intergroup conflict. The current literature speaks volumes on interpersonal conflict and its impact on employee performance, productivity, and other behavioral aspects (Jha et al., 2011; Quade et al.,2016; Currie et al., 2016; Paulus.et al.,2009; Jehn et al.,2004). However not much work is found on intrapersonal conflict and hence in this paper, we concentrate on intrapersonal conflicts, and their causes, as they must be explored for all possibilities.

(Tabitha & Florence,2018) have defined intrapersonal conflict as "man against self "conflict which is aperson's state of mind often governed by the environment, surrounding, events, and external stimuli of which the individual is also apart. Depression, frustration, stress, management style, poor communication, lack of support, anxiety,etc. often results in violent behavioral manifestation. This type of conflict mostly results in forming a negative impression or feeling about the person, thing, or work condition, that a man is in contact with (John et al.,2020).Studieshave shown that a self-conflicting individual would be disengaged, and dissatisfied with his work which would affect his mental state, and his job performance, and, in the end, the organizational outcome would not be as desired (Riaz & Junaid,2011).According to (Dewa, et al.,2012) conflict management is a concern for all stakeholders asfailure to resolve conflicts within the organization, would create negative outcomes and have a domino effect on the overall working of the organization. Hence to resolve conflict it is imperative to know the critical factors that result in or triggers a conflicting situation. (John et,al. 2020) quoted that conflict must be resolved to ensure a healthy work environment that ensures positive organizational outcomes. Intrapersonal conflict results from incivility, poor mental health, goal conflict, poor management, lack of communication, etc., and it has a dampening effect on physical, psychological, and financial to both organization and its employees. Hence organizational effectiveness which includes customer satisfaction, organizational growth, and sustainability eventually gets severely damaged due to constant friction and conflicts.Out of the innumerable reasons, that the existing literature talks about, our study is limited only to three relevant factors resulting in intrapersonal conflicts among employees - mental health, corporate incivility, and goal conflict.(John, et al.,2019) have defined incivility as an impolite act meted out to the employees by their employers through their policies and practices like discriminatory practices in promotions, increments, rewards, non-response to complaints as grave as sexual harassment, and insensitivity towards the distress and discomfort of their employees.(Vasconcelos,2020) said that the

unpleasant display of incivility among the employee in a workplace and towards external stakeholders like customers, clients, and vendors are quite easy to identify. To a large extent, such situations are related to discord, uncouth and unfavorable experiences, that is, the keystone of WI.

Abundant research has been done in this area, since, workplace or corporate incivility (WI) has an overarching impact on various employee behavioral and professional outcomes like performance, productivity, mental health, turnover intentions, conflicts, etc. (Cortina et al.,2017). It has been noted that overtime mistreatment results in negative outcomes and has a spillover effect on the various stakeholders of the organization, especially low-intensity incivility like disrespect, devaluation, and discrimination (Marchionodo et al., 2016). According to (Ferguson, 2012) WI has an impressionon the selectedemployee's mental stability and personal life. He is torn from within and experiences mental trauma due to constant self-conflict between need and responsibility, which results in a damningimpact on both the employees and the organization (Porath et al., 2015). WI is associated with a series of rude, despicable antics that dampen the organization's climate instead of shaping it and rupture' the relationship and trust between the employee and employer leading to a withdrawal symptom within the employee (Pearson et al., 2005). Behavioral outcomes like indifference to work, poor job quality, poor productivity disengaged, conflict with supervisors, unwillingness to work, spending less time atwork, etc. are all results of WI (Porath et al., 2013). A recent study done by (Van Jaarsveld et al., 2010) revealed a significant correlation between WI and distortion in the relationship with co-workers, customers, and supervisors. Hence WI is one of the antecedents of employee intrapersonal conflict which has a domino effect on other organizational outcomes as well.

The COVID-19 pandemic has permanently fractured the fabric of the organizational climate in several ways. Social distancing policies, compelled lockdowns, self-isolation periods, apprehension about getting sick, depression due to the feeling of helplessness, long cessation of any activity, loss of job and income, and fear of the unknown and unseen future, had deeply wounded the minds of the citizens and workers. People are still trying to accept and acclimatize themselves to the next normal, post the pandemic. In such a scenario, workplace climate plays a crucial role in either ameliorating or aggravating the mental health of people in coping with this change, post-pandemic (Giorge et al., 2020). Poor work-lifebalance, poor quality of life, and work stress often result in increased mental agony and pain. This influences employees' work behavioral outcomes like conflict, low productivity, and poor performance.As (Paoli et al.,2000) pointed out in this study that job-stress is one of the common reasons for mental-health-related problems for employees these days. Job stress of an employee can create Work-life conflict which in turn creates tension-based strain and deplete resources completely and interferes directly or indirectly with job outcomes. Work overload, job characteristics, and lack of resources all results in poor mental health which often results in conflicts (Bakker et al., 2003; Calnan et al., 2000; Heuven& Bakker, 2003; Van Vegchel et al., 2001). Although family-to-work conflict originates in the home domain, it has been seen that much of it originatesfrom constant job stress and work overload and which has triggered an intra-personal conflict within the employee as he remains unsettled, distracted, and confused all time which affects his work behaviors as well (Van et al., 2009). According to (Frone et al., 1997) and (Reid et al., 2005) family-to-work conflict has negative consequences for one's emotional exhaustion and emotional conflict that impacts mental health and in turn employee performance. Hence it is important to account for the home-related stressor that may have been caused owing to, poor work-life balance and work overload or burnout to understand intrapersonal conflicts in employees. Therefore, it can be said that job stress is one of the antecedents of intrapersonal conflict.

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(Grace,2012) argued in her paper that conflict can result from either operational or personal factors; some of the factors identified by her included personal problems, mostly work-life conflict, quality of life, stress, and goal incompatibility which leads to aggression or other negative outcomes. At times conflict arises when two parties i.e., for example, the employee and the organization itself, presume that their goals are contradictory to each other. Goal incompatibility arises due to a mismatch between employee expectations from the role and the organization's goals. Goal differences owing to goals incompatibility between departments in anorganization generate, personality conflicts because of diversity in individuals, and poor communication which creates friction, conflict, and misunderstanding among management and staff. The fact that conflict due to goal incompatibility is not new and has been a topic of research ever since, speaks for its importance in the field of OB. The study conducted by (Kochen et al., 1976) proved beyond a doubt that goal incompatibilitieshave a significant correlation with conflict in organizations. It results in distress, confusion, self-doubt, and friction within the employee and creates a strong intention of turnover.(Schmidt et al.,1976) have proposed that goal incompatibility, leads to a perceived opportunity for interference, and interdependent activities within departments and individuals which eventually increases the potential for conflict. (Hussain et al.,2019) this paper discussed intrapersonal conflict at length while identifying a few factors that result in intrapersonal conflict like values&beliefs, non-conformity with the role, goal incompatibility, management, and leadership style, etc. Goal conflicts as described by (Evans, 2013) "exist within an individual when their behaviors and attitudes have compatible elements or lead to both positive and negative outcomes which are mutually exclusive," and it is an antecedent of intrapersonal conflict.

Figure: 1. Antecedents of Employee Intrapersonal Conflict

CS and critical success factors:

Humans are heterogeneous creatures with a variability of emotions that differs from person to person. The emotional range in human beings makes them versatile in their own way and makes the diverse nature of an organization more intriguing and intensive. Highly intelligent people are a boon to the workplace and the environment associated with it. EI is the knowledge that a person can acquire over the course of years through experiences and expressions (Fiori, 2009). Organizational goals can be maximized by working on this (Danquah et al., 2014). High emotional intelligence helps us to acclimatize to the minutest changes in the surroundings and adapt to the suitability of the situations. The measure of emotional intelligence is a positive way to measure the natural adaptability of an individual. Understanding the needs of one as well as the other people engaged in the institution is a praised skill that many admire. It creates a harmonious interrelationship within the different organizational elements that helps in the smooth functioning of the institution. Social awareness is a gift that not many have but those who do are a blessing to others. It increases commitment and success within the structure. This quality, when intertwined with effective CS promotes and gives optimum productivity and reliability within the institution (Biscaiaet al., 2016).CS is the central measure of customers' perception which is influenced by the following satisfaction drivers: Customer Expectations, Perceived Product Quality, Perceived Service Quality, and Perceived Empathy (Cognitive Empathy & Emotional Empathy) (Golovkovaet

al., 2018). Customer expectations are a certain set of ideals that the customer has regarding the services that they would be provided with. Perceived service quality relates to the quality of the service that the customer or service-seekers are intrigued by the output. Perceived product quality deals with the commodity that they are served. Lastly, perceived empathy talks about two factors i.e., cognitive empathy and emotional empathy which play a pivotal role in the overall development of the organization and enriched quality of the service of the product. These are also integrative towards the webbed structure of EI (AbrahamR., 2004), (Koydemet al.,2013).CS has a direct dependability on this. A harmonious relationship and delivery of these factors create an environment of maximum output. Emotional literacy is becoming more and more prominent these days. Flexibility and sensibility, compliance, and communicability of emotions while dealing with customers, play a crucial role in shaping the future of the organization (Singh, 2006; Singh et al., 2011). Emotional maturity and the threshold of dealing with all the other superficial factors lead to an effective 'fateful moment' in which a customer decides whether they are willing to purchase the product or services or not (Pugh, 2001). These are deciding factors of successful management of the productive value. Emotionally competent employees are more skilled in dealing with the maximum range of sentiments of the customers in this sector. (Lopes, Salovey, Cote & Beers, 2005). Better interface strategies can be inculcated by regulating the customer's feelings and emotions. (Lopes et al., 2004)

Employee Conflict and Customer Satisfaction:

The cornerstone of mainstream marketing literature has always been about improving factors that impact CS. In recent times it has been observed that researchers have been fascinated to explore the relationshipbetween organizational profitability and CS (Agburu J.I., 2012 ; Tabaku et al.,2013)They have inferred that it is extremely important to study the role of employee

behavioral outcomes on organizational outcomes like CS and support, performance, productivity, customer retention, etc., especially in the service industry like the hospitals and healthcare, IT/ITES, Banking, and Insurance, etc. Employee-to-client communication is the key to CS in these industries (Bowen et al., 2004). (Mazaheriet al., 2010) has tried to establish the connection between CSand service recoveries, from the perspective of conflict management with a special focus on the pre-existing attitudes of employees towards customer grievances in case of service failure. He pointed out in his study that pre-existing attitudes towards customer complaints and grievances, like apathy towards customer grievances redressed, ambiguous information sharing, indifference, etc., aggravate the conflict between the employee and customer that results in customer dissatisfaction. He emphasized the role of employees' conflict management style, which includes communication with customers, listening, and being empathetic towards their complaints which plays a crucial role in CS. Intrapersonal conflict might occur while dealing with internal staff, back-end support departments, team managers, and team members, whose behavior causes stress and anxiety and leads to inappropriate work behaviors' within the person in contact with the customers. (Akhtar et al.,2016) discussed in his work the associationbetweenJS andCS in the service sector. He explained how employee performance depends on various internal and external factors which include organizational and societal factors that shape the work behaviors of an individual. These have a lasting impact on JS which influences the attitude of an individual toward the customer. Hence a direct relationship between JS and CS can be inferred from this study. JS involves various psychological variables like mental well-being, stress, creative environment ,etc, and these according to the existing literature onEC, are identified as antecedents of intrapersonal conflict. Hence, we may say that intrapersonal conflict results in dissatisfaction and hence has an impact onCS too.

Satisfied employees would ensure positive organizational outcomes like CS. (Feon et al., 2019) in their paper provided a theoretical framework that established the cohesion between ES and CS. His findings proposed that the leadership team, especially in the service industry must take a proactive part in recruiting employees who are confident, emotionally intelligent, capable, display pro-social dispositions and poised character, able to handle conflict or any other job stressors. As said (Schlesinger & Zornitsky, 1991) those employees who have higher JS, have higher engagement with the organization and deliver service excellence.

The current mainstream literature has been working on establishing a link between employee JS and CS, however, has failed in addressing the concept of EC and its impact on CS. The existing literature does speak about conflict only in terms of factors of JS or antecedents of JS. We have not been able to find any substantial work that establishes any association, or studies the causal relationship between EC and CS, however, there is a link between JS and EC which is established and JS does have a direct impact on CS. Hence, we can infer that there is also a causal relationship between EC and CS.

Thus, from the above literature review, the first proposition has been inferred as

P1: There exists a causal relationship between EC and CS.

Emotional Intelligence:

EI was taken from the concept of (Thorndike, 1920) which defines social intelligence as the capability of handling human relations and managing them in a wise manner (Newsome et al., 2000). (Gardner, 1920) proposed a concept similar to Thorndike's work. Interpersonal intelligence is defined as an individual's capability to deal with his identity and to address complex and delicate emotions of him. It relates to one's own potential to deal with others and adapt to others'attitudes, demeanor, motivations, and expectations (Parker et al., 2001). In the early works of (Salovey& Mayer, 1990) the term EI made its way into mainstream psychology. It became a part of measuring intelligence and was popularized by including this branch in the public arena as an accepted term and was further popularized by (Goleman, 1995). The functioning of EI encompasses four divisions (Mayer et al., 2001). The first one is emotional perception, which involves the capability of an individual to recognize, convey, release, and realize emotions within one and others. The second branch focuses on psychological consumption by segregating emotions and administrating observations into valuable facts. The third branch is the concept of emotional understanding of oneself, the decisive quality to level the emotions and consider the relations between words and emotions, the potential to appreciate complex feelings, and be able to accept likely transference of emotional intelligence. The last branch deals with ardor control, the capacity to remain stoic, to able to avoid any curve in the emotional periphery, and to introspect and retrospect emotions within one's own self and others (Mayer et al., 2001). The sense of judging emotions is an integral requirement for that (Prentice, 2019). A startlingdistinction exists in a nimiety of research where EIis termed as a decisive factor in defining personal relationships (Schutte et al., 2001), leadership (Palmer et al., 2001), individual achievement (Brackett et al., 2011), as well as organizational results, which are optimized in terms of employee performance and customer response (Kernbach&Schutte, 2005; Prentice, 2016; Prentice et al., 2013; Prentice & King, 2011). EI is a separate skill that has a positive effect both in business and institutional structures which contains social components and an interactive relation between more than two sides involved in terms of both the employees and customers (Prentice et al., 2013; Prentice & King, 2011).

Impact of EI on CS:

Employees in the service sectors are mostlylower-paid and extremely overstretched (Prentice et al., 2013). The intensity of work stress, job demand, and customer expectations in different types of services are ever-increasing. The notion of emotional toil has particular significance to service delivery that has an energetic and prospering quality because of the unreliability created by customer involvement in the service encounter. Service sector spokespersons, mostly service superiors are located in borderline-rotating positions, acting in the roles of executants, speculators, and dealers of service sectors (Tsaur & Lin, 2014) and performing emotional labour. Emotional labour is described as leading emotions for a wage and may entail exterior and intense stagecraft through incorporating, counterfeiting, or extinguishing emotions to amend the inner declaration (Hochschild, 1983). EI looks after not just the bonding between the customer and the service provider for the time being but even after the process ends. It creates a bond of everlasting trust where both parties can have a safe and reliable outlook from the mutual benefit of the relationship. The reliance of the customers on the service provider depends on several factors. The different tangible and intangible variables are also affected by the positive outreach toward the patients. EI provides a path of steady and consistent trust-building. It makes the service more lucrative. The different types of strategies adopted by the organization can maximize effective CS. The existent shortcomings of the structure in healthcare can be minimalized by a smart and innovative inclusion of emotional intelligence. It creates a positive impact on the overall industry and makes the terms go a long way in the future.

Impact of EI on EC:

This is a well-researched area and researchers have been working on this topic for quite some time now. Post covid conflict and conflict management has been the most discussed topic in the academic fraternity. Primarily the reason is as the way of business has gone through a paradigm change, so has the mental state of the workforce. EI is something that the industrial leadership team requires at this point in time to build a team of resilient workforce that isemotionally strong, willing to take risks, and deal with the current VUCA environment. (Schlaerth et al., 2013) worked on establishing a relationship between EI and the leader's conflict management strategies. He explained that leaders with high EI can resolve conflicts and avert situations that result in conflict; however, it is much stronger in subordinates than leaders. (Hopkins et al., 2015)studied the underlying chemistry between EIcapabilities and conflict management styles existing in the workplace.The paper emphasized on EI potentiality of trouble-resolving, communal duty, and urge power as the shortest way related to how one can managediscordin the workplace. It is important to ensure employees must possess the mentioned EI skills to manage conflict and ensure a resistance-free environment for organizational growth and sustainability.

The existing literature supports the fact that EI has a direct relationship with EC and CS. Hence, we infer the second proposition based on the above study that

P2: Emotional Intelligence, a dispositional variable moderates the causal relationship between employee intrapersonal conflict and CS.

Impact of Organizational Culture &CS:

Organizational culture is an important part of creating a safe haven for the upliftment of the institution. It creates a deep trusted relationship between all the parties. A suitable cultural atmosphere is integral in creating a wonderful scenario where all the input will be generated in an optimum way. EI is a framework for paving the way for qualitative improvement of the industry (Aksu AA & Ademir B, 2005). As (Lee et al.,2013) pointed out that EI provides organizations with a vantage point for

developing an organizational culture that stresses the importance of EIand transformational qualities.It stems from the belief that a strong emotionally intelligent conglomeration of human resources of an organization, would influence and foster a conducive, supportive, and conflict-free working environment An emotionally intelligent environment gives birth to improved bureaucratic culture and competition culture (Svyantek, D. J. 2003). The remarkable value of positive relations and well-understood intelligence when recognizedappropriately can bring a healthfulambiancethat will, in turn, discharge all the positivity in making intrapersonal relationships between the client and the service provider. Meaningful relationships between the parties not only create a more human basis for interaction but also, a trustworthy platform to execute and implement better strategies. CS is highly reformed by using appropriate gadgets of organizational culture. An organization can reach the topmostextent with the help of nurturing and excellent service. CS is one of the priorities of companies and should always remain one based on the nature of the demand that is being wanted with the rise of the 21st century. Organizational culture influences many dependent as well as dependent variables. It creates an environment of safety and trust and makes the output reach a greater height. Self-awareness, self-regulation, and self-analysis are the major key components in understanding the future possibilities of the company and service providers. A good organizational culture in turn creates an endless relationship between the customer and the service provider (Goleman D 1995, 2001), (Alegre J&Chiva R, 2008). It provides more flexibility and acceptance on the side of the customers. The effective formation of the core of CS is one of the preliminary steps to achieving a good reputation in the market. Trust, as we know, is a major component of human lives and nobody is immune to that. The rise of competition also ensures a good foundation for the companies; it provides them with a component of healthy competition. Thus, emotional intelligence, good organizational culture, and CS are all the fruits of the same tree.

They are interrelated in numerous ways and together strengthen the future of the service. EI attracts customers and these customers are in turn attracted to the top-notch organizational culture (Danaeefard et al., 2011).

Impact of Organizational Culture &EC:

According to (Burke,2006) supportive organizational culture creates a positive environment that ensures afriendly work culture and preventswork-life conflicts. Work-life conflicts result in intrapersonal conflicts that impact performance and employee behaviors at the workplace. According to him, supportive organizational culture helps in introducing initiatives that facilitate work-life integration. (Ouchi, 1985) while studying organizational culture revealed the role of positive and creative organizational culture as a key to imagination and revolution. An open pliableorganizational culture results in freedom of expression of thought and mental stoutness which is the solution to fight shy EC. (Paais et al., 2020) explored the role of organizational culture in JS. He spotlighted that a conflict-free, inventive environment is important to motivate engaged employees with high performance and productivity. The existing literature hence has accepted the role of organizational culture in managing conflict or rather avoiding conflict situations at the workplace.

The below pictorial depiction shows a very interesting fact. It lists the dimensions of EI and organizational culture, according to (Taravat et al., 2020)there is a direct and significant relationship between EIand organizational culture. The dimensions that define EI, are also the dimensions that define the organizational culture of a firm, hence there exists a correlation between the two. Individuals with high EIand required competencies and emotional control,influence their abilities, by aligning with the values and beliefs of the organization, and creating an organizational culture that is open to change, fosters harmony, and aligns the personal goals with the organizational goals. In other

words, it has been endorsed that the improvement of organizational culture in service organizations can eliminateconflict and foster an environment of learning and creativity (Danaeefard et al.,2020).

We have also been able to establish through the literature support that EIimpacts the relationshipbetween EC and CS, we infer the third proposition that is

P3: Organizational Culture, an organizational variable moderates the causal relationship between employee intrapersonal conflict and CS.

Figure: 2. (Hasan Danaeefard, Ali Salehi, AsadHasiri and Mohammad Reza Noruzi, How emotional intelligence and organizational culture contribute to shaping learning organization in public service organizations., African Journal of Business Management Vol. 6(5), pp. 1921-1931, 8 February, 2012)
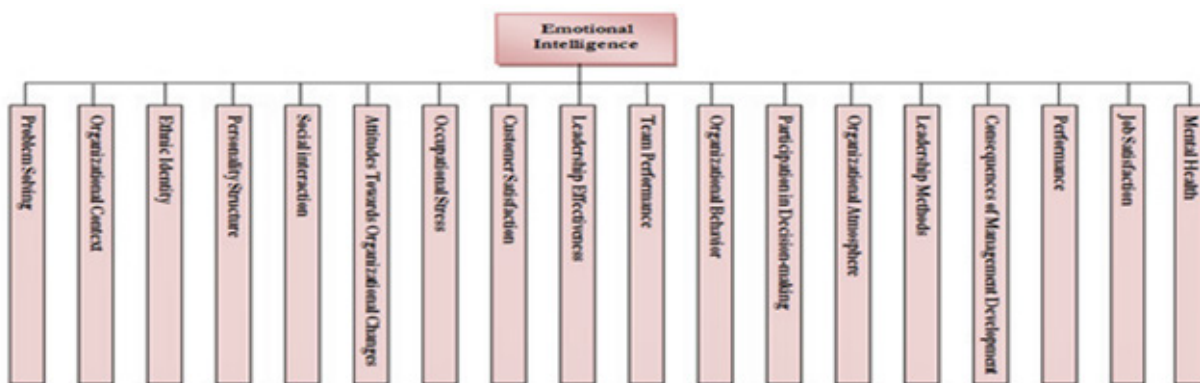

Figure 2. Dimensions of emotional intelligence.

Figure 3. Dimensions of organizational culture.

Research Methodology

The methodology used is a critical review of existing literature through keyword searches like EC, conflict management, CS, customers, employees, COVID, service sector, work attitude, emotional intelligence, stress, organizational culture, workplace incivility, and organizational goals. Various databases like Wiles, SAGE, Springer, Emerald, and Scopus are used to download relevant journals to study the current research on the topic. Keywords as mentioned have been used to search for journals in Google scholar, and research gate for further references. The literature review has been divided into four distinct parts to perform an in-depth study of each aspect of the existing volume of work, to justify the proposition derived.PRISMA framework can also be used to refine the search, however, this technique is beyond the scope of this paper.

Research Framework:

Based on the detailed literature review as performed, we have arrived at three propositions as stated above:

• P1: There may be a direct relationship between employee intrapersonal conflict and CS.
• P2: The proposed relationship is moderated by the dispositional factor i.e., Emotional Intelligence.
• P3: The proposed relationship is moderated by the Organization factor i.e. Organizational Culture

Figure: 3. The conceptual model of the propositions is given below.
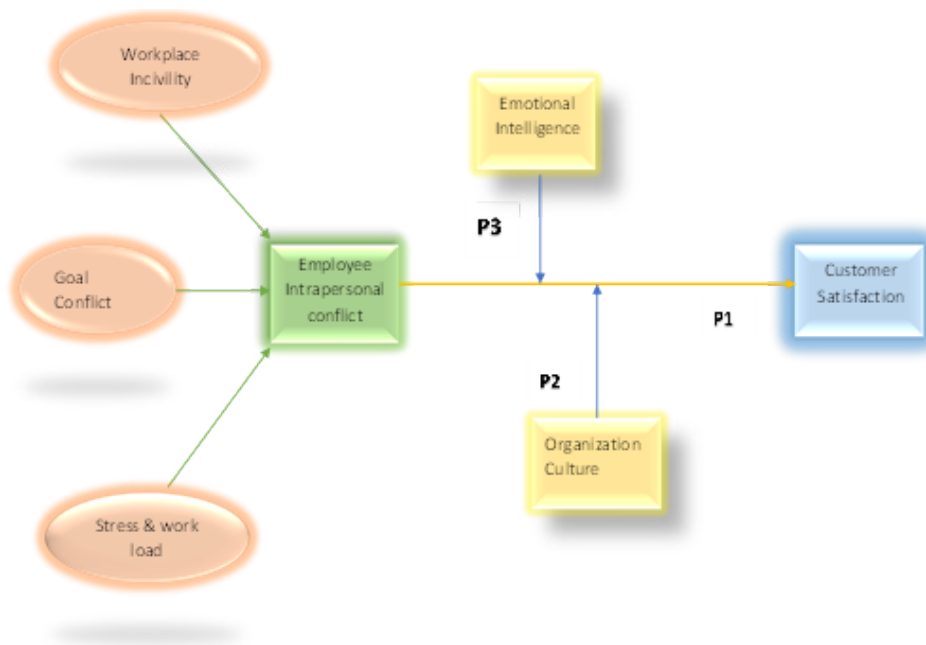
Findings & Conclusion

The detailed critical literature review undertaken to explore the possibility of a relationship between Employee work behaviors and CS has opened up a new horizon that is yet to be explored. Our aim had been to explore the possibility of a causal relationship between EC and CS, which has been inferred to occur by the support of the existing literature review. The mainstream literature has already listed a few works on JS and their influence on CS, however, the work found was not exhaustive and is still in its nascent stage. It was also noted that the moderating variables selected for studies are also less researched and their association with CS and employee intrapersonal conflict is seldom investigated. Our critical review has led us to the conclusion that JS is due to some important personal and professional factors, one of the personal factors is EC.

While diving into the depths of the existing knowledge base, we are surprised to realize that the conglomeration of learning in case of workplace conflict has been limited to defining conflict, types of conflict, and their relation to employee outcomes. The current academia has conveniently ignored intrapersonal conflict and its impact on various employee and organizational outcomes as a whole.

We have hence, consciously through this paper tried to understand the antecedents of intrapersonal conflicts and how it influences and impacts CS. We were overwhelmed to infer that if an employee is constantly rifled in intrapersonal conflict due to the various antecedents as identified like job stress, workplace incivility, and goal conflict, then he would not be satisfied or engaged. He would have a negative impact on the way he would associate and identify himself with the organization which would result in negative organizational outcomes like poor performance, and poor employee-to-customer relationships which would have an overbearing impact on CS, etc.

Our literature view has also, revealed that employee intrapersonal conflict which arises due to various personal and professional factors, of which workplace incivility, job stress, and goal conflict are most relevant, especially in the next normal phase of business.It was insightful to see, that organizational factors like organizational cultureand dispositional factors like emotional intelligence may have an impact on the variables under study. The existing mainstream literature did provide evidence of such an effect however in a few of the older studies, we did find some indirect references.

The study extends the existing literature by adding a new dimension to it where it studies the impact of intrapersonal conflict on CS in the service sector. As already pointed out in the previous section there exists a dearth in the existing literature in the field of intrapersonal conflict. The fact that this study provides a framework for further in-depth empirical research, itself adds value to the mainstream literature.

The use of moderating variables and their possible influence on the variables ie. CS and employee intrapersonal conflict provide insight into multidisciplinary research and createan opportunity for further interrelated studies. The study also speaks about the employee belonging to the service sector, since they have a direct relation to customers at the far end. It was

understood while studying the antecedents of intrapersonal conflict that workplace incivility plays an active role in defining the behavior of an employee which has a cascading effect on the way he interacts with the end customers. This is an interesting finding and can be explored further empirically to understand the intensity of the effect.

Although the study is a theoretical construct yet to be tested, it does have a few proposed industry implications at the strategy and policy level of the organization. HR may focus more on employee mental health, work towards reducing stress and work overload, and manage conflict, build a conducive, collaborative organizational climate while focusing on performance and reward, which would eventually reduce employee turnover and increase ES. And as stated before satisfied employees will have a positive effect on employee-to-customer interaction, ensuring customer delight and satisfaction.

It's proven that in the field of service industries, the level of development is herder cause for the country's economic development (Pradhan et al., 2014). It is quite interesting to investigate and understand, in case of the service industry and how customer satisfaction influences a country's economic development. This study henceforth establishes a benchmark for customer satisfaction (EI & CS), along with an important parameter for measuring the performance of the service industry i.e., customer expectation and customer satisfaction. It is important to note that most of the EI and OC dimensions are almost the same and they have a deep impact on both organization and employee outcomes. Hence, we can infer is these dimensions are controlled they would influence the causal relationship of the variables under study.

Our research framework or the proposed model is based on an extensive literature study, and the biggest challenge faced while compiling the paper was to find articles or research work that directly links to our topic of study.

The novelty of the paper lies in the fact, it explores the opportunity to forge a causal relationship between employee intrapersonal conflict and CS in presence of three moderating variables with the support of the existing literature, which also has been seldom sought.

This domain remains unstirred and has opportunities for groundbreaking research work, especially empirical research.

Limitation and Future Scope

Good research always has scope for future exploration and expanding the study done. It is also true that no research is without its limitation. This paper proposes a relationship between EC and CS, it gives a proposed construct or framework, which can be later tested empirically for validity. The novelty of the work lies in the fact that it uses a dispositional variable and an organizational variable as moderators, having a direct proposed impact on the relationship studied about. This is also a theoretical construct that must be tested empirically for results and conclusive inference can be drawn based on this relationship.

Our study is also limited to only EC as one of the factors that may influence CS, however, other work-behavioral variables like employee engagement, and employee perceived justice may study for similar results. The antecedents used in studying intrapersonal conflict are only three; it can be extended and enhanced with other such antecedents. A detailed study can be done to explore the possibility of other antecedents of ECs.

The EC in our paper is restricted to intrapersonal conflict only; it can be further enriched by taking into account the other conflicts as well. The consequences of CS like customer retention, loyalty, and repeat purchases also can be added to extend the knowledge of the existing work. Work in this domain has started however; it is still at a very nascent stage and must be enlarged. More empirical research in this domain is desired.

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This domain remains unstirred and has opportunities for groundbreaking research work, especially empirical research.

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