

Understanding the effects of Intra-Group Conflict: A Wellbeing Approach

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Intra-group conflict represents the bickering and dysfunction that can exist within a team and is likely to lead to poor outcomes including functioning and performance. The present study explores the established links between intra-group conflict and job satisfaction, where we expect individual team members to be less satisfied when they perceive greater intra-group conflict. We extend understanding by exploring the *process* by which intra-group conflict influences job satisfaction by exploring negative affect (mood) as a mediator. In effect, the fighting within the team leads to bad moods which in turn influences job satisfaction. However, we also test the effectiveness of supervisor support, suggesting it might moderate the influence of intra-group conflict, reducing the detrimental effects. We test these relationships using a sample of 130 New Zealand employees working in teams. We find that intra-group conflict is significantly and negatively related to negative affect and job satisfaction, with negative affect partially mediating the influence of intra-group conflict on job satisfaction. This provides support for our mediating effects. Similarly, supervisor support is found to be significantly related to negative affect (negatively) and job satisfaction (positively), as well as moderating the influence of intra-group conflict on negative affect. Ultimately, the interaction shows that high supervisor support buffers the positive influence of intra-group conflict on negative affect. Thus, we find one way in which organisations can better manage conflicts with their teams is through having a more supportive supervisor. Ultimately, this reduces the negativity that arises in team members due to conflict and which then typically erodes satisfaction in the job. We discuss the implications of intra-group conflict and the role of supervisors in aiding wellbeing.