

Aftermath of Conflict: Communication of Interpersonal Conflict in an Organization

Emma Metz & Courtney Seiwert

Anna F. Carmon, Ph.D., Mentor

Indiana University-Purdue University Columbus

Interpersonal Conflict

- ❖ Interpersonal conflict can be defined as the communication of potentially negative differences between individual beliefs and perceptions (Johnson & Averbek, 2010)

Worker Motivation

- ❖ Worker motivation is the internalization of an individual's willingness and desire to engage in workplace activities (Poupore, 2013)

Organizational Dissent

- ❖ Organization dissent is communication expressing disagreement with organizational policies, practices, and/or opinions (Croucher et al., 2013)

Research Questions

- ❖ RQ₁: How do perceptions of interpersonal conflict affect perceptions of employee motivation in the workplace?
- ❖ RQ₂: How do perceptions of interpersonal conflict affect perceptions of organizational dissent?

Methods

- ❖ 165 surveys were completed
- ❖ Participants had to be at least 18 years of age and employed

Measures

- ❖ Fox and Spector's (2001) Interpersonal Conflict at Work ($\alpha = .78$)
- ❖ Kassing's (2000) Organizational Dissent scale ($\alpha = .82$.)
- ❖ Trembley et al.'s (2009) Work Motivation scale ($\alpha = .90$)

Results

- ❖ RQ₁: Perceptions of interpersonal conflict are negatively related to individuals' perceptions of employee motivation, $F(1, 159) = 5.317, p < .05 (R^2 = .033)$.
- ❖ RQ₂: Perceptions of interpersonal conflict are positively related to perceptions of organizational dissent, $F(1, 162) = 9.508, p < .01 (R^2 = .056)$.

Discussion

- ❖ Interpersonal conflict was negatively related to worker motivation
- ❖ Interpersonal conflict negatively affects worker performance and perceptions of satisfaction
- ❖ Higher perceptions of interpersonal conflict lead to the expression of organizational dissent
- ❖ An individual experiencing interpersonal conflict is more likely to partake in organizational dissent and less likely to be motivated in their work

Limitations

- ❖ Small age range
- ❖ Limited to Midwestern United States
- ❖ Did not account for individuals with multiple jobs