

THE INFLUENCE OF INTRAGROUP CONFLICT
ON EMPLOYEE JOB SATISFACTION

ANINDINTA ANALEN

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**THE INFLUENCE OF INTRAGROUP CONFLICT
ON EMPLOYEE JOB SATISFACTION**

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by

**ANINDINTA ANALEN
(802472)**

**College of Business
University Utara Malaysia
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KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

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ABSTRAK

Objektif utama kajian ini adalah untuk menguji pengaruh konflik intragroup pada kepuasan kerja. Bagi mengukur hubungan tersebut, tiga jenis konflik intragroup iaitu konflik tugas, konflik hubungan, dan konflik proses digunakan.

Data dikumpul melalui soal selidik di kalangan pekerja di pejabat pusat Adira Finance (n = 141). Analisa korelasi dan regresi digunakan bagi menguji hubungan di antara konflik intragroup dan kepuasan kerja. Keputusan kajian mendapati konflik intragroup mempunyai hubungan negatif dengan kepuasan kerja. Keputusan regresi pula menunjukkan bahawa 59% daripada varian dalam kepuasan kerja secara signifikan diterangkan oleh ketiga-tiga jenis konflik intragroup. Hasil keputusan juga menunjukkan bahawa jenis konflik intragroup yang paling mempengaruhi kepuasan kerja adalah proses konflik proses. Keputusan kajian dibincangkan dan cadangan untuk kajian di masa depan juga diutarakan.

ABSTRACT

The main objective of this study is to examine the influence of intragroup conflict on employee job satisfaction. In order to measure that, three types of intragroup conflict which were task conflict, relationship conflict, and process conflict were used.

Data were gathered through questionnaire survey of employees at Adira Finance home office (n= 141). Correlation and regression result analysis were used to examine the relationship between intragroup conflict and employee job satisfaction. The result indicated that intragroup conflict is negatively correlated with job satisfaction. The regression result revealed that 59% of the variance in job satisfaction has been significantly explained by the three types of intragroup conflict. Moreover, the result showed that the most influencing type of intragroup conflict on job satisfaction was process conflict. The findings were discussed and recommendations for future research and practitioners were also addressed.

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CHAPTER 1

INTRODUCTION

1.1 The interest in work groups

The past decade has witnessed the urge of work groups that resulted major changes in how work is being organized. Group-based activities such as autonomous work groups, task forces, management teams, and project teams are now common in today's organizations. Employees who previously worked individually have been reorganized into work groups or teams. Indeed, work groups are considered as the most important building blocks between the individual and the organization (Hackman, 1987), as well as outcomes from groups in an organization signaling the values and behavior necessary for a high performing organization.

Given the current importance of organizational groups, it is necessary to create workplaces in which employees feel positively about the groups in which they work. In fact, previous studies in the group design literature have described individual affective reactions as one important form of group output. Hackman (1987) considers satisfaction of the needs of individual group members as one of the factors that influence work group effectiveness. A group consisting of unsatisfied members can destroy itself as a result of unresolved conflicts and disruptive interactions (Sundstrom *et al*, 1990).

With the interaction of team members comes the possibility of conflict among these members (Ratzburg, 1997). In work group theory, intragroup conflict, which occurs among group members within a group, is considered as one and fundamental

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