

UNIVERSITY OF MALTA
Faculty of Economics, Management and Accountancy

**AN EVALUATION OF THE NATURE OF WORKPLACE
CONFLICT AND HOW IT AFFECTS THE WELL-BEING OF
EMPLOYEES WITHIN THE MALTA PUBLIC SERVICE**

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ABSTRACT

The purpose of this dissertation is to investigate the nature of three different types of workplace conflicts (relationship, task, and process conflict) and how these affect the well-being of employees working in the Malta Public Service. Specifically, this research sets out to measure the level of workplace conflict and employee well-being and to determine whether differences exist between groups based on a number of demographic variables. It also seeks out to identify group level dynamics and personal factors of employees to gain better insights of the workplace environment.

Data were collected from 215 public service employees through an internet-based self-administered questionnaire using purposive sampling technique and a cross-sectional quantitative design. Parametric and non-parametric statistical procedures were used to test whether differences exist between subgroups in terms of experienced workplace conflicts and well-being. Furthermore, hierarchical regression analysis was carried out to determine the impact of each type of workplace conflict on employee well-being.

Descriptive statistics suggest that employees in general, experience below average levels of workplace conflict and above average levels of well-being. Furthermore, the findings suggest that relationship, task, and process conflict are each negatively associated with employee well-being. Female employees experience lower levels of well-being than males, while those who are not making use of family friendly measures experience higher levels of well-being than those who are making use of such measures. Also, those aged over 55 years seem to enjoy higher levels of well-being compared to

those aged between 26 and 35 years. Similarly, age was a significant differentiating factor for task and process conflict, but not for relationship conflict.

No statistical difference was found between gender, use of family friendly measures, in terms of relationship, task, and process conflict. Also, no statistical difference was found between salary scale and job tenure in terms of experienced workplace conflicts and employee well-being.

The multiple regression analysis revealed that relationship conflict has the greatest negative impact on employee well-being while no significant impact was observed in the case of task and process conflict. Also, relationship conflict was found to act as a moderator between task and employee well-being, but not between process conflict and employee well-being.

This study provides some helpful insights for management to act by providing a clear empirical understanding of the types of conflicts found at the workplace and their association with employee well-being. Also, the study highlights the need to create work environments that are encouraging and supportive while pursuing relationships base on trust to minimise the incidence of conflictful relationships and safeguard the well-being of employees.

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CHAPTER 1 - INTRODUCTION

1.1 Background to the Research Area

Workplace conflict is a widespread phenomenon that can permeate through all levels of an organisation (Pondy 1967). Conflicts emerge from the social interactions and interpersonal relationships between individuals and groups which are underlined by different personalities, goals, values, and interests (Kuriakose, S. et al. 2019a), and rely on one another to perform their daily tasks and to co-ordinate other activities. Conflict also emerges as the workforce becomes increasingly diversified with the increasing participation of women, minorities, foreign nationals and individuals who come from different educational and cultural backgrounds (Jehn, Bendersky 2003). Most employees report that they are most likely to clash with those people they work closely with being either a team member or their supervisor (CIPD 2020).

In general, interpersonal conflict refers to open disagreements or an awareness of perceived incompatibilities between two or more members of the same group (intragroup conflict), or between different units or hierarchical levels (intergroup conflict) within the organisation (Rahim 2003). Research on interpersonal conflict and its effects on organisational and group level outcomes has been carried out both under experimental conditions and in real world organisational settings. Although both approaches provide valuable insights to the study of this concept, when applied to the real-world organisational context, the dynamics of conflict can be quite different since employees need to carry out the same kind of tasks on a daily basis and may react differently to conflict situations (Benitez, Medina et al. 2018). A survey carried out in 2019 on a sample of 2,211 UK adult employees found that 35% of employees reported to have experienced

some kind of interpersonal conflict at work over the previous year (CIPD 2020), compared to (38%) when a similar survey was carried out in 2015 (CIPD 2015).

Historically, conflict was normally associated with negative factors and synonymously viewed with violence, destruction, and irrationality (Mishra, Chaudhary et al. 2018). Thus, conflict in its many forms was not socially accepted, and it was something to be avoided at any cost. Later, with the emergence of the Human Relations and Interactionist views, it was established that conflict in organisations is virtually unavoidable and to some extent may be beneficial to team and organisational performance (Mishra, Chaudhary et al. 2018). One such argument in favour of this view is that organisations that are void of conflict might not realise that inefficiencies exist (Kuriakose, S. et al. 2019a). However, despite these seemingly positive connotations that conflict may be at times functional for an organisation, most of the recommendations relating to conflict within organisations fall within the categories of conflict reduction, resolution, minimisation (Rahim 2003), or its elimination (Dijkstra, Beersma et al. 2012).

According to Pondy (1967), 'Conflict' as a term had been used over time in the conflict literature to describe various facets of the organisational-conflict dimension. For example, conflict had been used in the context of antecedent conditions such as scarcity of resources and policy differences. Other descriptions of this term related to affective states as a reaction to conflict such as stress, tension, hostilities, and anxieties as reactions. Conflict was also related to cognitive processes such as how conflictful encounters are perceived, or as behavioural reactions ranging from mere passive resistance to outright aggression (Pondy 1967).

The interpretation of workplace conflict or awareness thereof is likely to be a function of the complex interplay between a number of personal and situational factors. This interpretation becomes more pronounced when considering that researchers agree that task, relationship, and process conflict (recognised as the three main types of workplace conflict), are three distinct and separate forms of the conflict dimension, each one having different effects on individuals and the organisation (Jehn 1995, 1997). Irrespective of the interpretation of a conflict situation from an individual's point of view, and whether one considers it as task, relationship, or process conflict, it is not an enjoyable experience (Dijkstra, Beersma et al. 2011), and is likely to have a detrimental effect on an individual's well-being (Romer, Rispens et al. 2012).

Workplace conflict can have far reaching consequences if not adequately addressed. Factors such as employee morale and commitment are also at stake which can have long-term consequences on individuals and group performance, together with the high costs associated with absenteeism and employee turnover (Jehn, Northcraft et al. 1999). Over a quarter of employees (27%) surveyed from a sample of 5,000 full-time employees across nine countries carried out in 2008 claimed that workplace disagreements had led to personal attacks while a similar proportion (25%) reported that conflict had led to sickness and absence from work (CPP 2008). Organisations have limited control over the prevention or the outright elimination of conflicts. Consequently, the difficulty arises on the prediction of how underlying conflicts might develop either into something productive with positive outcomes or else, into something increasingly negative, painful, and hurting to the detriment of interpersonal relations and employee well-being (Medina, Munduate et al. 2005, De Dreu 2008).

Research suggests that an organisation's performance is undermined when employees are experiencing high levels of emotional exhaustion and burnout which are measures of employee well-being (Taris, Schreurs 2009). This may have far reaching consequences since the sustainability of an organisation is heavily dependent on the performance of its human capital and therefore on the smooth functioning and well-being of its workforce (Shaukat, Yousaf et al. 2017). Also, the prevalence of interpersonal conflict at work is, not surprisingly, cited as the leading source of employee job related stress and is consistent across cultures, age groups, and occupations (Spector, Bruk-Lee 2008). Interpersonal conflicts at work have also been identified as a source of counterproductive work behaviours such as knowledge-hiding used by employees as a defence mechanism to protect their well-being (Losada-Otálora, Peña-García et al. 2020).

1.2 The Context of the Malta Public Service

The Malta Public Service is the principal administrative arm of the Public Administration. It operates within a highly bureaucratic structure throughout the Government of Malta, Ministries, Directorates, Departments, and other Specialised Bodies and Government entities (Government of Malta 2024a). This structure is regulated by the Constitution of Malta and the Public Administration Act together with the oversight of the Public Service Commission. Of equal importance in this regulatory framework are the directives issued by the Principal Permanent Secretary which are regulatory instruments issued under the Public Administration Act and the Public Service Management Code (Government of Malta 2024b).

The Constitution creates a delineation regarding the functions and duties of the various structures of the Public Administration. For instance, Article 124 of the Constitution

defines the Public Service as “the service of the Government of Malta in a civil capacity” and excludes various political posts such as ministers and members of parliament who are not considered as Public Service employees (Government of Malta 1964, 2024b).

The Public service is headed by the senior management team divided into five managerial levels: the Principal Permanent Secretary, Permanent Secretaries, Director Generals or Chief Information Officers, Directors, and Assistant Directors. The senior management team is responsible for the efficient and effective functioning of various government ministries, directorates, and departments (Government of Malta 2024c). They oversee the implementation of government policies and the provision of the various government services delivered to citizens. These services are delivered by public officers employed in the lower tiers of the hierarchy but are nevertheless of equal strategic importance for the efficient operation of the Public Administration. The positions of these public officers can be further grouped into three main levels: officers in middle management roles; officers in supervisory roles; and clerical staff.

Over the last decades, the Malta Public Service has gone through several administrative reforms, the most prominent being the Public Service reforms between 1988 and 1995 which were triggered by the reports of the Public Service Reform Commission (Warrington 1993). These reforms laid the groundwork that enabled the Maltese Government to have a more structured and efficient Public Service to meet the challenges of the future. The more recent reforms occurred since 2014 and were spearheaded by the Principal Permanent Secretary of that time. Through these reforms the Public Service experienced giant leaps in service excellence through a rebranding process whilst emphasising the ‘Civil Servant’ as being a career of choice. These reforms continue to

this day with the Public Service going through a digital transformation to embrace the digital age. It has increased online access to government services whilst enabling its employees to work remotely through its Information Technology infrastructure to achieve a more flexible work-life balance (Government of Malta 2024d).

1.3 Purpose of the Study

The workforce of the Malta Public Service has grown increasingly diverse in recent years. As a result, the Malta Public Service is now home to people with different nationalities, professional backgrounds, and cultural differences that put unprecedented challenges on interpersonal relationships at the workplace. This in turn may increase the occurrence of interpersonal conflicts and affect the well-being of employees. Moreover, the concepts of quality of life and mental health awareness particularly in a post COVID-19 world, have now been brought to the forefront of the Maltese Government's agenda. Nevertheless, organisations must understand that workplace conflict and its management should always be high on an organisation's agenda including the Malta Public Service since unaddressed conflicts may escalate with devastating consequences to individuals' well-being.

1.4 Aims and Objectives

Drawing from the insights outlined in the previous sections, it is justified to assume that job pressures on public service employees have increased with a corresponding increase in interpersonal relationship efforts at the workplace. The choice of the research topic under investigation was therefore triggered by the researcher's interest into gaining a deeper understanding on how a workplace dynamic such as interpersonal conflict at work affects the well-being of employees.

The focus of this research project attempts to marry the two prevailing streams of research found in the conflict literature. While one focuses on conflict management styles, the other is focused on measuring the levels of interpersonal conflict at the workplace (Spector, Bruk-Lee 2008). The latter being consistent with the research on job related stress and investigates the experience of workplace conflict and its effects on employees' health and well-being (Spector, Bruk-Lee 2008).

Hence, the objectives of this research are:

Objective 1: To measure the level of workplace conflict and well-being among employees within the Malta Public Service.

Objective 2: To determine if an association exists between task, relationship, and process conflict and employee well-being.

Objective 3: To determine if differences exist between demographic variables in terms of workplace conflict, and employee well-being.

Objective 4: To determine if a relationship exists between present salary scale and job tuner and psychological detachment during off-work time.

Objective 5: To determine which of the three types of conflicts has the highest negative impact on employee well-being.

These objectives will enable the researcher to investigate the association between workplace conflict and employee well-being and to gain a better understanding of the influence of organisational, situational, and personal factors on this association. The results of these investigations will be used to draw up conclusions and make recommendations that can be used to guide policy and action.

1.5 Structure and Content

This research report consists of five chapters as follows:

Chapter 1 - Introduction

- Has just introduced the subject and provided the background of the research area while outlining the purpose and objectives of the research within the context of the Malta Public Service.

Chapter 2 - Literature Review

- Presents a thorough review of the available literature and current state of knowledge on the research topic.

Chapter 3 - Methodology

- Outlines the research methodology adopted, sampling selection, instrument development for the collection of primary data, statistical procedures, limitations, and ethical considerations.

Chapter 4 - Data Analysis And Discussion

- Presents a summary of the data and carries out hypothesis testing in line with the research objectives followed by a discussion of the research findings.

Chapter 5 - Recommendations

- Draws up recommendations for management, presents the limitations of the study and makes recommendations for further research.

CHAPTER 2 - LITERATURE REVIEW

2.1 Defining Workplace Conflict

Considering the extensive literature published on workplace conflict, it is not surprising that there is yet no agreed consensus on its definition (Spector, Bruk-Lee 2008). While some researchers have somewhat held back from defining workplace conflict in their studies maybe because of its highly dynamic nature, others have chosen to defined conflict within the context of their own research work (Spector, Bruk-Lee 2008, Tjosvold 2006). Notwithstanding this limitation, the most cited definition of workplace conflict in the current literature has been based on the definition provided by (Wall, Callister 1995). Hence, workplace conflict is generally defined as: "*a process that begins when an individual or group perceives differences and opposition between itself and another individual or group about interests, resources, beliefs, values or practices that matter to them*" (Wall, Callister 1995, De Dreu, Gelfand 2008, Jimmieson, Tucker et al. 2017, Kuriakose, S. et al. 2019a). This process view of conflict is in line with the working definition in the seminal work published by Pondy (1967). Pondy argued that a sequence of interrelated conflict encounters lies at the heart of each conflict relationship. As each conflict encounter develops further, a stable patterned sequence of conflict events appears across time which characterises the conflict relationship (Pondy 1967). Within this process view, Pondy delineated the concepts of what he labelled as 'latent' and 'manifest' conflict. Pondy contended that latent conflict includes an individual's internalised reactions to conflict when it is perceived referred to as within-individual states, while manifest conflict includes open disagreements ranging from constructive negotiations to outbursts of violence commonly referred to as between-individual dynamics (De Dreu, Gelfand 2008).

However, one line of critique in the conflict literature argues that by defining conflict in terms of opposing interests might influence the parties in a conflict relationship and how they will perceive the conflict (Tjosvold 1998, 2008). Tjosvold (2008) contends that defining conflict in this way suggests that the interests of the parties to the conflict are always negatively related, reinforcing competitive behaviours and dealing with conflict in a win and lose approach and preventing the solution of conflicts through integrative and creative ways (Tjosvold 2006). Thus, having opposing interests is not always the case since conflict can also occur in cooperative relationships in which positive outcomes are achieved even though the parties may have incompatible activities (Tjosvold 2008).

2.2 Types of Workplace Conflict

The multidimensionality of workplace conflict is captured in the three-way classification of intragroup conflict proposed by Jehn (1995, 1997), (Hamm-Kerwin 2010). This analysis makes a distinction between relationship, task, and process conflict dimensions (Jehn 1995, 1997), and is the most widely cited perspective of intragroup conflict (De Dreu, Weingart 2003, Hamm-Kerwin 2010). The dimensions of relationship conflict and task conflict proposed by Jehn (1995), (Pearson, Ensley et al. 2002, Medina, Munduate et al. 2005), followed from the work of earlier scholars (e.g., Priem, Price 1991, Pinkley 1990). These scholars suggested that individuals were able to characterise between two types of conflict as being either cognitive, called task related conflicts, or social emotional conflicts that arise from personal disagreements that were not directly related to the task (Jehn 1995, Hamm-Kerwin 2010).

The literature has been consistent in describing these types of conflict. Relationship conflict, also called affective conflict (Pelled 1996), involves the presence of

interpersonal disagreements and incompatibilities among group members that are personal and non-task related (Jehn 1995, 1997). For example, these may include conflicts about personality differences or differences in norms and values (De Wit, Greer et al. 2012); personal taste, political opinions, and hobbies (Romer, Rispens et al. 2012); and interpersonal styles (De Dreu, Van Dierendonck et al. 2004). On the other hand, task conflict, also referred to as substantive conflict (Pelled 1996), is defined as perceptions and disagreements among group members or between individuals about how a particular task or job should be carried out or the content of their decisions or the interpretation of facts (Jehn 1995, 1997; De Dreu, Van Dierendonck et al. 2004). Hence, in contrast to relationship conflicts, task conflicts are related directly to the work being performed or the task at hand (Jehn, Bendersky 2003). For example, task conflicts may include divergences in viewpoints, ideas, and opinions related to the task being performed (Medina, Munduate et al. 2005), such as finding the root cause of a problem and how it should be solved (Romer, Rispens et al. 2012).

Process conflict was included in the conflict trilogy by Jehn (1997), adding a third distinct dimension to the intragroup conflict classification (Jehn, Mannix 2001). This is defined as disagreements or perceived incompatibilities about resource allocation and delegation of tasks (Jehn, Mannix 2001). Process conflicts can be about logistics, like how to best achieve the agreed-upon solution (Romer, Rispens et al. 2012); about company policies, hiring decisions, or organisational culture (Bruk-Lee, Nixon et al. 2013). Issues of process conflict are related to the assessment of the skills, abilities, and values of employees (Jehn, Bendersky 2003).

2.2.1 Consequences of Workplace Conflicts

The three dimensions of workplace conflict: relationship, task, and process have been recognised to be consistent with other conceptualisations of group dynamics that include task and social components (De Dreu, Weingart 2003, Hamm-Kerwin 2010). No evidence of any positive effects of relationship conflict on group outcomes such as performance and satisfaction have been reported to date (Jehn 1997, De Dreu 2008, De Wit, Greer et al. 2012). Other studies concluded that some forms of conflict, such as task conflict, can be beneficial to group outcomes such as performance (Jehn 1995, 1997), strategic decision making (Amason 1996), and team performance and innovation (O'Neill, Allen et al. 2013). However, these positive effects have been found to occur under an exceptionally limited set of circumstances (De Dreu, Weingart 2003, De Dreu 2008), such as conflicts related to non-routine in contrast to routine tasks (Jehn 1997). Other research suggests that excessive levels of task conflict can negatively impact group outcomes such as group member satisfaction (Jehn 1997, Jehn, Mannix 2001, De Dreu, Weingart 2003) and employee commitment (De Dreu, Van Dierendonck et al. 2004). Unpacking the complex dynamics of intragroup conflict is an ongoing research effort and there is still yet inconsistencies concerning the impact of each conflict type on group outcomes (Hamm-Kerwin 2010).

2.3 Employee Well-being

The concept of well-being describes how people feel after experiencing and processing various forms of emotions (Wright, Huang 2012), and may be influenced by situational circumstances (Wright 2010, Wright, Larkin 2014). Warr (1990) suggested that in terms of affective well-being, while a particular level of pleasure may lead to high or low levels of arousal, a particular level of arousal may then lead to pleasurable or unpleasurable

responses. It is thought that individuals with higher levels of well-being are more likely to experience positive emotions rather than negative ones (Wright, Huang 2012). As a construct, well-being encapsulates an individual's life as a whole and is rather distinct from other variables such as happiness and job satisfaction (Wright, Huang 2012). Definitions of well-being tend to consist of two salient person-related concepts often in combination with societal-level perspectives (Danna, Griffin 1999). Health and well-being may relate to the physical health of employees such as physical symptoms, illnesses, and diseases, or to more psychological aspects such as mental illnesses, or emotional reactions (Danna, Griffin 1999). Wallace (2022) argues that the concept of workplace well-being has been characterised by two main features in the literature. It is considered as an intervention to produce fit-for-work employees and as a legitimate intervention as a response to prevalent social concerns.

2.3.1 Employee Well-being and Work-Related Stress

Employee well-being has also been described as a function of an employee's subjective evaluations of their work environment such as job satisfaction, feelings and emotional reactions that affect one's psychological experiences, as well as the negative effects of excessive job demands such as burnout (Ilies, Aw et al. 2015). Employee well-being has been associated with work stress defined as the processes in which (stressors) such as various psychological experiences and excessive job demands result in both short-term consequences such as strain and burnout, and long-term effects in physical and mental health (Ganster, Rosen 2013, Ilies, Aw et al. 2015). Individuals who experience higher levels of job-related stress such as high job demands and low job control, have a higher

risk of suffering from depressive symptoms when compared to those who report lower levels of job-related stress (Ganster, Rosen 2013).

In one study, employees who reported higher levels of emotional exhaustion, a measure of wellbeing, were more likely to be negatively evaluated by their clients while they also experienced a corresponding decline in their performance (Taris, Schreurs 2009). Other chronic job conditions such as chronic time pressures have been found to have a direct effect on situational well-being (Elfering, Grebner et al. 2005). Nonetheless, higher levels of individual well-being do not guarantee that it will translate into higher productivity at the organisation level since negative feelings of one employee may influence other group members which may leave a negative effect on collective performance (Bryson, Forth et al. 2017).

2.4 Workplace Conflict and Employee Well-being

Workplace conflicts of any type whether they are task related or personal related, impose a serious threat to employee well-being (Dijkstra, Van Dierendonck et al. 2005, Sonnentag, Unger et al. 2013). Interpersonal conflict has been identified as a workplace stressor that induces stress in employees by interfering with thought processes and inducing symptoms such as employee strain (Dijkstra, Beersma et al. 2011), depression (Spector, Jex 1998), psychosomatic complaints (Frone 2000), chronic fatigue and feelings of burnout (De Dreu, Van Dierendonck et al. 2004, De Dreu 2008). Persistent conflict may lead to a deterioration in the social climate of the organisation resulting in a marked decline in the physical and psychological functions of individuals (De Dreu, Van Dierendonck et al. 2004). This is likely to reinforce rigidity of thought, alcohol intake, and disturbed sleep patterns (De Dreu, Van Dierendonck et al. 2004). In one study,

Enehaug, Helmersen et al. (2016) found that employees who witnessed ongoing conflict between their colleagues but who were not directly involved in the conflict themselves, still reported a general feeling of uneasiness and despair and to some extent, exhaustion, and a general dislike towards their organisation. Moreover, those employees who were directly involved in the conflict reported a higher incidence of mental health problems (Enehaug, Helmersen et al. 2016). Employees who experience hostility in their interactions with colleagues such as interpersonal conflict tend to suffer from emotional exhaustion and are more likely to become dissatisfied with their jobs and increase their intention to leave the organisation (Jaramillo, Mulki et al. 2011). The presence of high conflict stress is likely to hinder the efficient processing and exchange of information between employees resulting in conflict to intensify with the danger of employees engaging in destructive behaviours (Giebels, Janssen 2005).

2.4.1 Affective Events Theory

One stream of research examined the link between workplace conflict and employee well-being through the Affective Events Theory (AET) proposed by Weiss and Cropanzano (1996). According to the Affective Events Theory, work events that are evaluated positively by an employee are more likely to elicit a positive affect state whereas work events that are perceived to be negative are more likely to result in a negative affect state which in turn influences their judgement on well-being (Kuriakose, Jose 2020). Moreover, the AET framework contends that an employees' affective states as a result of workplace events are dependent on both individual-level factors and situational level factors determined by the organisation (Kuriakose, S 2022). Figure 2.1 presents the macro structure of the effective events position proposed by Weiss and Cropanzano (1996).

Hence, the AET framework helps to describe the centrality of an employees' emotions as a result of negative work events such as workplace conflicts and the influence this has on employees' behaviours, attitudes, and judgements of well-being (Ilies, Aw et al. 2015). Furthermore, individual dispositions play an important role in the AET framework since the stability of personality traits like positive and negative affectivity are assumed to have an influence on an individual's reactions to events occurring at the workplace which in turn leaves an impact on their emotional experiences (Ilies, Aw et al. 2015).

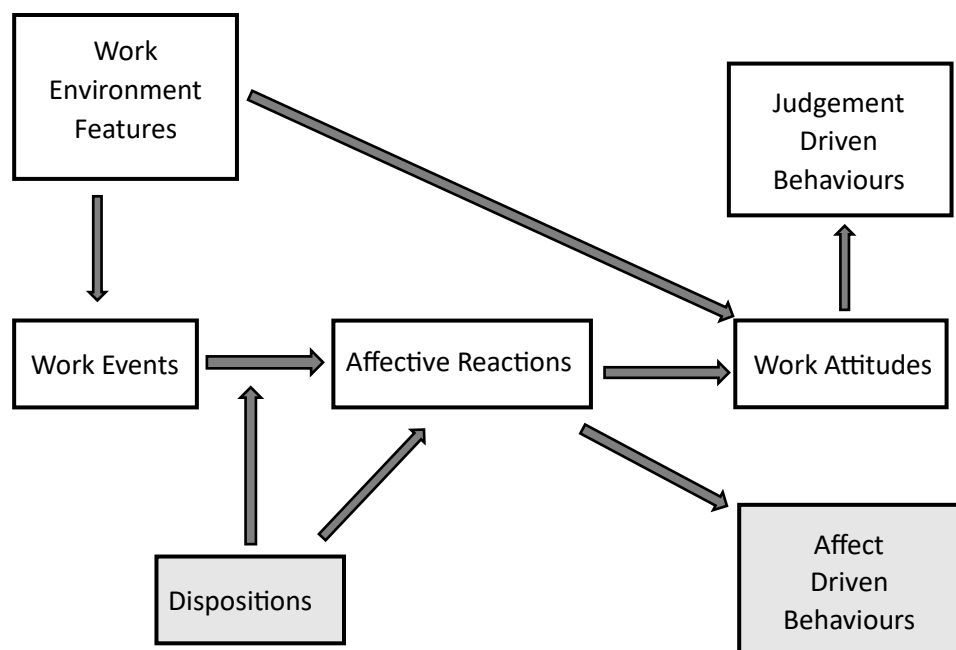


Figure 2.1: Affective Events Theory: Macro Structure (Weiss, Cropanzano 1996).

2.4.2 The Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model developed by Bakker and Demerouti (2007), has also been used to conceptualise the link between workplace conflict and employee well-being. In essence, workplace conflicts present a two-pronged fork. While workplace

conflicts are considered as imposing extra demands on employees, at the same time, these workplace conflicts act as a depletion on an individual's resources such as social functions, financial, and personal resources to the extent that it prevents the mitigation of the otherwise debilitating consequences of workplace stressors on employee well-being (Ilies, Aw et al. 2015, Ilies, Pluut et al. 2015). As a result, these extra demands at work drain away an employee's psychological resources which are otherwise essential to cope with other work-related demands. This leaves employees feeling emotionally drained and fatigued which consequently diminishes their well-being (Ilies, Aw et al. 2015, Kuriakose, S. et al. 2019b).

In a number of longitudinal studies, it was found that employees who reported highly on the job burnout dimension, were more likely to report an increase in workload over a given period (Bakker, Demerouti 2016). Such findings suggest that employees who are already experiencing stress, are more likely to perceive and create more job demands over time. Bakker and Costa (2014) argue that this process leads employees to enter a vicious cycle of self-undermining behaviour which can lead to increasing experiences of job strain such as chronic exhaustion as shown in Figure 2.2. As a result, employees who are already under pressure, are unable to communicate effectively and are prone to make more mistakes while on their job, creating more conflict and adding up to the already unbearable job demands. Higher levels of job-related strain inhibit the employees' abilities to control their emotions which leads to more conflict encounters at the workplace (Bakker, Demerouti 2016).

2.4.3 Relationship Conflict and Employee Well-being

Relationship conflict is likely to interfere with group processes affecting the frequency and quality of communications (Jimmieson, Tucker et al. 2017). It also positively affects members' intentions to leave the group through the effect of interpersonal strain at work, indicating that these types of conflicts have serious effects through different dimensions of job burnout (Shaukat, Yousaf et al. 2017). De Dreu & Van Vianen (2001) argue that while focusing and identifying the sources of relationship conflict is a necessary step, it would be too simplistic an assumption to make that one can prevent relationship conflicts from occurring altogether.

Relationship conflict has also been associated with personal identity issues (Sonnetag, Unger et al. 2013). This prevents individuals from fulfilling their social needs by isolating themselves from their social ties undermining their sense of belongingness and affecting their behaviour towards their job (Shaukat, Yousaf et al. 2017). Relational clashes between co-workers can put an individual in a state of psychological distress, inhibiting their ability to perform effectively at the workplace (Shaukat, Yousaf et al. 2017). These tend to create strong negative emotions within the individual which may take the form of feelings of frustration, anxiety, and other negative affect states (Pelled 1996), such as a general dissatisfaction towards personal relationships (Jehn, Bendersky 2003). Relationship conflict thus has a negative effect on employee health and well-being as a result of these experienced negative emotions (Leon-Perez, Antino et al. 2016). According to the information processing perspective endorsed by (De Dreu, Weingart 2003, Hamm-Kerwin 2010), relationship conflict increases the cognitive load as employees start spending more time in dealing with the conflicts taking away their focus from their tasks (Jehn 1997, Jimmieson, Tucker et al. 2017). Eventually, employees are

left with more pressure as they try to deal with the conflicts (Friedman, Tidd et al. 2000), undermining organisational performance and the well-being of the employees (Shaukat, Yousaf et al. 2017).

2.4.4 Task Conflict and Employee Well-being

Earlier research has shown that task conflict can be a beneficial process for teams and organisations (Jimmieson, Tucker et al. 2017). Conflicts directed towards the task enhances decision-making as it encourages a greater level of cognitive understanding of the issues of the task by stimulating critical-thinking and prevent complacency (Jimmieson, Tucker et al. 2017). In her studies, Jehn (1995, 1997) found that moderate levels of task conflict help group members to improve their critical assessment of information related to their job and improves performance. However, De Dreu (2008) concluded that the positive effects of task conflict occur only under an exceptionally limited set of circumstances, for example, in non-routine or innovative tasks (Jehn, Greer et al. 2008), or in the absence of relationship conflict (Jehn 1997). A body of research now suggests that similar to relationship conflicts, task conflicts negatively affect group performance and member satisfaction (De Dreu, Weingart 2003). Particularly, in private organisational settings, task conflict was found to negatively affect employees' satisfaction and well-being (Guerra, Martínez et al. 2005). In contrast, although employees in public organisations perceived higher levels of conflict, this did not negatively affect their well-being (Guerra, Martínez et al. 2005).

In their meta-analysis De Wit & Greer et al. (2012) contended that task conflict imposes a cognitive load on the individual which diverts one's resources away from the task to be performed. Thus, although the literature seems to agree that stimulating moderate levels

of task conflict could benefit group performance, once the conflicts [task] start getting out of hand, group performance, individual satisfaction, and intention to stay with the group may suffer (De Wit, Greer et al. 2012). This occurs since high levels of task conflict can stimulate relationship conflict if not suppressed early or managed effectively (Jimmieson, Tucker et al. 2017), suggesting that task conflict has an underlying role as a stressor in the presence of other conflict types (Bruk-Lee, Nixon et al. 2013). In their analysis of 30 research studies, De Dreu & Weingart (2003) found that task conflict also negatively affected group effectiveness and group member satisfaction similar to relationship conflict (De Dreu 2008). Hence, research on the potential benefits of task conflict remains dotted with diverse conclusions (De Wit, Greer et al. 2012). This highlights the importance of incorporating a multi-level analysis since positive outcomes at one level, example group decision making, may co-occur with negative effects at the individual level such as individual stress and job satisfaction (De Dreu 2008).

2.4.5 Process Conflict and Employee Well-being

Employees are said to be experiencing process conflict when they disagree about whose responsibility it is to complete a specific task (Jehn, Mannix 2001). It has been suggested that process conflict in an organisation is an enduring form of conflict, and similar to relationship conflict, is likely to be associated with negative emotions and other emotive reactions that undermine employee well-being (Kuriakose, S. et al. 2019a). The delegation of particular tasks could result in stimulating feelings of injustice and perceived inequity that diminish employee morale (Kuriakose, Jose 2020). Process conflict is more wide ranging through the organisation and its association with group outcomes is more complex than the quite often thought straightforward effects of relationship and task conflict (Jehn, Bendersky 2003). Although process conflict may be

closely related to task conflict in the sense that the conflict issues revolve around the task to be done, it was found that the effects of process conflict on performance and member satisfaction were similar to the effects of relationship conflict on the same outcomes (Jehn, Bendersky 2003), and negatively related to employee well-being through a negative affect state (Kuriakose, S. et al. 2019b) and employee strain (Bruk-Lee, Nixon et al. 2013). Jehn (1997) found that process conflict had a negative effect on performance for the most part of group interactions and only in the case of small amounts of process conflict was performance facilitated (Jehn, Bendersky 2003). Jehn & Greer et al. (2008) concluded that the fact that process conflict discussions were encouraged through the group's open norms approach to manage the conflicts, may have created feelings of disrespect with regards to members' abilities and competency in taking decisions. On the other hand, the negative effects of process conflict on positive emergent states such as trust, respect, and cohesion decreased when members perceived that they had the capabilities to solve the conflicts within their group (Jehn, Greer et al. 2008) or when they were able to effectively resolve their conflicts (Greer, Jehn 2007).

2.5 Intervening Variables and the Conflict-Strain Relationship

Research efforts that seek to disentangle the associative dynamics of the conflict and strain relationship are ever increasing. Since in some studies, a low correlation was found between measures of workplace conflicts and measures of employee well-being, a number of situational and individual factors have been considered as intervening variables that affect the conflict-strain relationship either through a moderation or a mediation effect.

2.5.1 Conflict Management Styles

Employees showing a preference towards a particular conflict management style are indirectly choosing a coping mechanism to deal with a particular type of stressor such as workplace conflict (Friedman, Tidd et al. 2000), inducing different levels of stress (Friedman, Tidd et al. 2000, Dijkstra, De Dreu et al. 2009). The extended model based on Blake & Mouton's Theory (1964 cited in Benitez, Medina et al. 2018) conceptualises the different conflict management styles into two dimensions relating to the degree to which an individual is inclined towards a "concern for self" and "concern for others" (Benitez, Medina et al. 2018). From these dimensions, five different conflict management styles emerge: Problem-Solving, Forcing, Accommodating (obliging), Avoiding, and Compromising (Rahim, Bonoma 1979, Rahim 2003) as shown in Figure 2.3.

Problem-solving involves a two-way communication approach about issues and priorities, making trade-offs to obtain an amicable solution (Dijkstra, De Dreu et al. 2009). Forcing includes physical or verbal force, explicit demands and seeking to stand by one's positions and opinions. Avoiding consists of taking a passive approach and attempting to withdraw from the conflict situation by downplaying the importance of the conflict issues. Accommodating implies lowering one's preferences and opinions and accepting the other party's will (Dijkstra, De Dreu et al. 2009). Finally, compromising involves a give-and-take approach in which both parties are willing to give up something to reach an acceptable outcome (Rahim 2003).

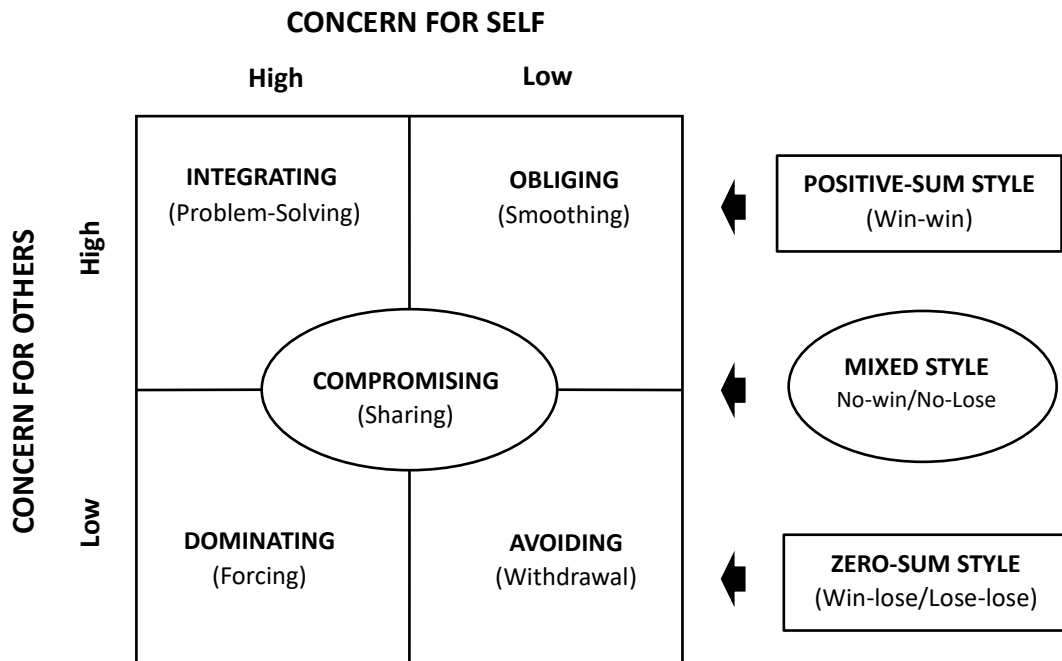


Figure 2.3: Interpersonal Styles of Handling Conflict (Rahim, Bonoma 1979).

Friedman & Tidd et al. (2000) argued that concern for self is the most important of these dimensions affecting stress in a direct way. According to the stress literature, persons with a high concern for self, have an added resource for coping with potential stressors such as conflict over those persons with a low concern for self (Friedman, Tidd et al. 2000). Thus, using active conflict management such as forcing and problem-solving styles tend to alleviate stress outcomes whereas passive responses of managing conflict through avoiding and accommodating tend to decrease these outcomes (Dijkstra, De Dreu et al. 2009).

Other research indicates that using a forcing style seems to be unproductive in any type of conflict situation, and De Dreu & Van Vianen (2001) suggest that problem-solving styles are more suitable to deal with task conflicts while an avoiding approach is more

suitable in the face of relationship conflicts. Hence, a forcing style is in support of the contention that task conflict may trigger relationship conflict when employees use aggressive conflict management tactics (Simons, Peterson 2000). Employees who consistently use a problem-solving approach are less likely to experience conflict over the long term since they create an environment that preserves organisational resources, decreasing the likelihood of future disputes (Friedman, Tidd et al. 2000). When choosing an avoiding strategy, employees may increase the challenges to cope with work demands in an effective way since avoiding social contact leads to less opportunities to interact with co-workers (Shaukat, Yousaf et al. 2017). On the other hand, Benitez & Medina et al. (2018) found in their research among teams, that high avoiding and high problem-solving both helped to buffer the effects of relationship conflict on collective emotional exhaustion. Kuriakose & S. et al. (2019b) in extending the Activity Reduces Conflict Associated Strain (ARCAS) Model (Dijkstra, Beersma et al. 2012), found that avoiding and accommodating had a positive influence on the positive link between process conflict and negative affect state while a problem-solving approach acts as a buffer on the stressor strain relationship.

2.5.2 Perceived Social Support

Perceived social support has important implications in relation to interpersonal processes and relationships at the workplace (Ilies, Johnson et al. 2011). Employees who reported a poor social climate in the organisation had a greater risk of complaining of mental health problems (Enehaug, Helmersen et al. 2016). According to the Buffering Hypothesis Theory by Cohen & Wills (1985), one's favourable evaluation of social support influences one's judgments of various workplace events (Kuriakose, S. et al. 2019a). Thus, these related judgements about one's social support network will influence how an individual

manages the understanding of stressful workplace events such as conflicts viewing them as either threatening or less threatening. In a study using a within subjects design over a period of 10 days and a sample of 49 employees, it was found that even discrete instances of perceived social support experienced in one's environment help to buffer the affective distress reactions caused by incidences of interpersonal conflict at the workplace (Ilies, Johnson et al. 2011). This supports the importance of having favourable situational factors in one's environment such as social support and the importance of encouraging positive interpersonal interactions at the workplace (Ilies, Johnson et al. 2011). On the other hand, group membership, that is, feeling part of a team, may be considered as a resource and may help employees to deal with conflicts no matter how intense they may be. Feeling part of the group therefore may act like a buffer and will alleviate the impact that workplace conflicts might have on the conflict employee strain relationship (Dijkstra, De Dreu et al. 2009). This may also have implications on the misattribution of the motives behind disagreements between employees when task conflicts are mistakenly interpreted as personal criticisms and inducing relationship conflicts. In this line of research, Mooney & Holahan et al. (2007) found that behavioural integration, another variable characterised by close relationships, buffered the relationship between task conflict and relationship conflict thus reducing the likelihood of misattribution of disagreements.

Social support can also be a function of organisational culture and group norms. Guerra & Martínez et al. (2005) found that the negative association of task conflict to employees' affective reactions was moderated by the type of organisation and the dominant orientation of its culture. In private organisations, the buffering effect was achieved through a high goal achievement orientation whereas in public organisations this occurred through the perceived high levels of organisational support (Guerra, Martínez et al. 2005).

2.5.3 Psychological Detachment

Workplace conflicts tend to spill over into one's non-work domain such as the family. Ilies & Schwind et al. (2007) and Sonnentag & Fritz (2007) suggested that an important aspect of any recovery process is when employees manage to psychologically detach from work during non-work time. This disengagement is important since employees may continue to ponder about what happened at work including conflict issues (Sonnentag, Unger et al. 2013). The term detachment was introduced by Etzion & Eden et al. (1998 cited in Sonnentag, Fritz 2007, p. 579) to describe an "individual's sense of being disconnected from the work situation". Psychological detachment implies that employees not only manage in abstaining from performing job-related tasks, but also manage to mentally disengage from job situations during non-job time (Sonnentag 2018). In this line, Sonnentag & Unger et al. (2013) found that employees who manage to mentally disengage from their work during non-work hours had a weakening effect on the negative influence of relationship conflict on employee well-being. Not thinking about job-related relationship conflicts while away from work seems to improve one's well-being as the conflicts seem to lose some of their personal relevance (Sonnentag, Unger et al. 2013). In contrast however, the moderating role of psychological detachment was not found in the case of the association between task related conflicts and well-being suggesting again that mentally processing work-related tasks during off-work hours may be relevant for one's well-being (Sonnentag, Unger et al. 2013). However, another study found that this mental processing similar to job-related planning during the evening did not have an effect on vigour in the following morning (Casper, Sonnentag 2019). Moreover, the findings suggested that those employees who reported worrying during the evening about their next workday reported higher levels of exhaustion in the following morning (Casper, Sonnentag 2019).

Persistent worrying with one's work during off-work time only adds to a depletion of an energy cycle, eating away one's resources which further contributes to experiences of burnout (Sonnentag, Binnewies et al. 2010). One study suggested however that task conflict seemed to be relevant for employee well-being even when one manages to disengage from their work while at home because these are thought to be closely tied with work goal accomplishment (Sonnentag, Unger et al. 2013). Nevertheless, the inability to psychologically disengage from work remains an important predictor of health and well-being and employees may experience elevated levels of exhaustion and other physical complaints if they do not manage to disengage (Taris, Geurts et al. 2008, Sonnentag, Unger et al. 2013).

2.5.4 Trust and Group Norms

Within group trust plays a pivotal role in the processes of intragroup conflict with the potential of helping to prevent task related conflict from escalating into relationship conflict (Simons, Peterson 2000). Simons & Peterson (2000) argued that the co-occurrence of task and relationship conflict emerges from the misattribution mechanism in which task conflict is mistaken for personal motives in the presence of low levels of within-team trust. Thus, high levels of group trust may help individuals to be more inclined towards interpreting task conflict as emerging from lesser malicious intents (Tidd, McIntyre et al. 2004).

In the presence of low levels of trust, even the smallest grain of doubt can give rise to conflict over resources (De Dreu, Gelfand 2008), and can give rise to behavioural conflicts characterised by backstabbing and resorting to political tactics. This tends to

create a hostile environment in the workplace which can reduce an individual's protective resources such as social support and other coping resources and consequently negatively impacting well-being (Kuriakose, S 2022).

Simons & Peterson (2000) found that within-group trust moderates the strength of the correlation between relationship conflict and task conflict. Their findings showed that groups with higher levels of trust had a lower correlation between the task types when compared to groups with low levels of trust.

Some studies suggest that open group norms that encourage process conflict may incite issues of disrespect towards group member's abilities and competencies in the context of process type decisions undermining group trust and task accomplishment (Jehn, Greer et al. 2008). However, the perceived ability of group members towards solving issues related to delegation and task distribution seems to have a moderating effect (Simons, Peterson 2000, De Wit, Greer et al. 2012), that mitigates the negative effects of process conflict on group trust, respect, and cohesion (Jehn, Greer et al. 2008).

Conflict itself may influence the interpersonal relationships within the group such as adapting to the group and learning to work together and developing relationships or reaching consensus (De Dreu, Gelfand 2008). Mooney and Amason et al. (2007) argue that other group norms such as behavioural integration encourages trustworthiness between group members and should interfere with the group's attribution and social judgement processes preventing task conflict from triggering relationship conflict.

Open norms in relation to task conflict have a positive effect on group trust, respect, and cohesion regardless of the level of task related conflict (Jehn, Greer et al. 2008), emphasising the need to distinguish between conflict types and their effects on group level outcomes. In contrast to other studies, Jehn and Greer et al. (2008) found that all conflict types, relationship, task, and process had a negative impact on group trust, respect, and cohesion especially when disagreements about non-task relationship issues had high levels of emotional content.

Although the existence of relationship conflict requires strategies for its mitigation and elimination since it negatively affects team performance and member satisfaction, task conflict may benefit team performance provided it is managed in a constructive way and team members have high levels of openness and within-team trust (De Dreu, Weingart 2003).

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 Rationale

Following from the literature reviewed in Chapter 2, it was found that the presence of workplace conflict whether it is relationship, task, or process related, is negatively associated with employee well-being. Furthermore, this association seems to be stronger in the case of relationship conflict compared to task and process conflict. The notion that workplace conflict may have beneficial effects seems to be a bit of a chimera and at best can occur under only specific circumstances. It was found that several intervening variables have an influence on the link between workplace conflict and employee well-being. These variables include conflict management styles, intragroup trust, group norms, perceived social support, and psychological detachment during off-work time. The insights drawn from the literature review thus enable the researcher to determine the best methodological approach that can be adopted to reach the research objectives outlined in Chapter 1.

3.2 Research Design

Taking into consideration the extensive body of knowledge available on the research area, the current study will follow a deductive approach in which the research hypotheses will be formulated from the available literature and tested against the existing theories. Furthermore, due to constraints of time and available resources, the researcher will be using a quantitative approach to collect the primary data using a cross-sectional design in line with a mono-method quantitative study. The research will thus be adopting a positivist research philosophy which assumes that reality can be objectively measured

and investigated through the collection of observable data and can be subjected to scientific analysis (Saunders, Lewis et al. 2019).

The positivist view therefore aligns with the objectivist approach by using the scientific method allowing the phenomenon under investigation and the researcher to remain separate and independent thus minimising the researcher's influence on data subjects and on the research outcomes (Saunders, Lewis et al. 2019). Also, this provides the basis for the research to be highly structured while enabling the research to be easily replicated.

3.3 Instrument Development

The questionnaire was designed on Google Forms which provides an effective platform for managing the collection, storing, and exporting of response data to statistical software packages such as IBM SPSS. All survey questions were set as mandatory to avoid having responses with missing data. The rating scales of the constructs were designed in a vertical format to maintain full visibility of the rating options particularly on small screen devices such as smartphones. A progress bar was provided to keep participants motivated by showing their progress throughout the survey. The link '*submit another response*' at the end of the survey was disabled to minimise the likelihood of having multiple responses from the same participant. An access link to the questionnaire was disseminated to the official email addresses of the target population working in various government ministries through the People and Standards Directorate within the office of the Prime Minister. Although this method ensured total anonymity of participants, the researcher did not have any control over the response rate since no reminders could be sent to survey participants. A copy of the questionnaire with relevant coding is being attached at Appendix I.

3.3.1 Measures

Workplace Conflict: Workplace conflict was measured using three subscales with 3-items each measuring relationship, task, and process conflict from the Intragroup Conflict Scale developed by Jehn & Mannix (2001). Both relationship and task conflict scales developed earlier by Jehn (1995) have been validated by Pearson and Ensley et al. (2002). In the current study, scale items were modified based on the approach followed by Tidd and McIntyre et al. (2004). This allowed the scale items to be operationalised in terms of the conflict directly experienced by the respondent rather than the group or team. Hence, as per Tidd and McIntyre et al. (2004), all scale items had their referent changed to “*between you and the people you work with*” to fit into the level of analysis of the current study. Moreover, following the feedback received from the pilot testing, four items of the scales were further modified to reflect the “frequency” of conflicts experienced in line with the other items. In the original scale, these questions referred to quantity or intensity as in “how much” and were modified to reflect frequency as in “how often” or “how frequently”. This enabled all nine items of the scale to be rated on a common five-point Likert scale ranging from 1 (Never) to 5 (Always) as suggested by the literature (e.g. Tafvelin, Keisu et al. 2020)).

Employee well-being: To measure employee well-being, the approach adopted by Hamilton Skurak and Malinen et al. (2021) was followed. Employee well-being was thus measured with the World Health Organisation WHO-5 five-item scale measuring positive well-being from the Psychological General Well-being Scale by Bech (1999) and which have been adopted by WHO as the five well-being items. Participants were asked to rate how often they have experienced feelings of well-being during the last two weeks on a five-point Likert scale ranging from 1 (Never) to 5 (Always) with higher scores indicating

higher levels of well-being. In addition, a measure of health was included using a single item formulated by Idler and Benyamini (1997) and asked participants ‘How would you rate your health at the present time?’. Participants were asked to rate this item on a scale ranging from 1 (Poor) to 5 (Excellent).

3.3.2 Intervening Variables

A number of intervening variables included in the questionnaire were measured using single items in the form of statements in order to keep the length of the questionnaire within reasonable limits. The use of single item constructs is acceptable as long as these are sufficiently clear and easily understood (Hair, Black et al. 2014). Respondents were asked to read these statements and rate each one on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Group norms: Group norms was measured following the approach adopted by Leon-Perez and Antino et al. (2016) in which a single item was used to measure the Conflict Management Climate of the team. The researcher thus used a modified version of a single item taken from an adapted version of the Dutch Test for Conflict Handling (DUTCH) used by Gelfand and Leslie et al. (2012) to measure conflict cultures. The statement read: "When conflict arises at my workplace, management and employees examine issues until we find a solution that satisfies everyone".

Social support: Perceived Social Support was measured using a single item adapted from a set of three questions that were used by Enehaug and Helmersen et al. (2016) to assess the social climate as an organisational variable. The item was not modified, and the statement read: "The social climate at my workplace is encouraging and supportive".

Group trust: The single item to measure within group trust was adapted from the observation of the five-item summative scale used in Simons & Peterson (2000), and the three-item ‘faith in the intentions of peers’ subscale developed by Cook & Wall (1980) used by Tidd & McIntyre et al. (2004). In the current study, the statement read: "There is a high degree of trust among the people I work with".

Psychological detachment: Psychological detachment during off-work time was measured using a single item adapted from the four-item scale used by Sonnentag & Unger et al. (2013) and Sonnentag & Fritz (2007). Psychological detachment was one of a set of four self-report measures used to evaluate the recovery processes of individuals and unwind from work during their leisure time (Sonnentag, Fritz 2007). The statement included in the current study read: "During off-work hours, I don't think about work at all".

Conflict management style: to measure the participants’ conflict management style when dealing with other colleagues, participants were asked to indicate one of four options in a multiple-choice type of question. Each option was worded to reflect a typical individual’s conflict management style and were worded to differentiate between Problem Solving, Accommodating, Forcing, and Avoiding. The options were designed from the scale items of the Dutch Test for Conflict Handling (DUTCH) used in De Dreu & Evers et al. (2001) in which a lean version of the scale was used by excluding the compromising subscale.

Workplace factors: Participants were asked to indicate what type of factors they experience the most in their current job such as work overload, lack of job control, and communications misunderstandings. In all, seven factors were provided in a multiple response type question in which participants were free to choose any number of responses. The factors were derived from the review of the conflict literature and are all considered as sources of conflict (e.g. Pondy 1967, De Dreu 2008, Avgar, Kyung Lee et al. 2014).

Demographics: Finally, the study collected information on participants' demographic characteristics as per previous studies: Gender (Male =1, Female = 0); Age Group (18-25) = 1 to (Over 55) = 5; Salary Scale (16-14) =1 to (5-2) = 4; Job Tenure in years (>2) = 1 to (over 20) = 5; and use of family friendly measures (Yes = 1, No = 0).

3.4 Data Collection and Sampling

Purposive sampling was used to select participants since the target population was difficult to estimate with any practical precision. Purposive sampling is simple to implement, cost effective, and less time consuming, however, it is a non-probability sampling technique and therefore lacks in the meaningful generalisability of the research findings (Saunders, Lewis et al. 2019). All data was collected between the 11th and 24th of July 2024.

Determining the sample size is an important aspect of the research process to reach the statistical precision needed in estimating a characteristic or a relationship and make generalisations about the population (Dattalo 2008). However, there are no hard and fast rules when it comes to estimating the sample size that befits the objectives of a particular

research. More generally though, a number of criteria which influence the choice of the sample size are the confidence level that the researcher needs in the data, the margin of error on the accuracy of the estimates, and the size of the target population (Saunders, Lewis et al. 2019). More importantly, the researcher needs to establish the types of statistical procedures that will be carried out particularly if the data will be subdivided into categories (Saunders, Lewis et al. 2019), such as in ANOVA and Chi square tests. Considering that the researcher also depended on the co-ordination of third parties to distribute the internet-based questionnaire meant that a sampling frame and sample size could not be estimated from these parameters. The sample size was therefore calculated using G*Power Statistical Analysis following the recommendations of Dattalo (2008). For example, a sample size of 200 responses for the ANOVA procedure with five categories in the independent variable was estimated (at a medium effects size; a margin of error of 5%, and a statistical power of 80%). Should this sample size be reached, other statistical tests are possible since these yielded a smaller sample size even for a Chi square test of up to 12 degrees of freedom.

3.5 Pilot Testing

A pilot test of the questionnaire was carried out to refine the research instrument as suggested by Saunders & Lewis et al. (2019). A link to the online questionnaire was distributed to a selected number of participants which included work colleagues and candidates enrolled on the same MBA Programme. Participants were encouraged to complete the questionnaire and to make suggestions so that the researcher could improve the overall face validity and content validity of the questionnaire. As a result, a number of modifications were affected to improve both content and face validity and to eliminate

ambiguities ensuring that questions are easily understood and are related to what is being measured (Hair, Black et al. 2014).

3.6 Data Analysis Techniques

Descriptive statistics were used to summarise the data and to explain the nature of the sampled data in terms of each variable or across a combination of variables (Tabachnick, Fidell 2013). Descriptive statistics therefore makes use of a number of tools such as frequency tables, cross-tabulations, and charts from which preliminary observation and initial analysis of the data can be performed (Saunders, Lewis et al. 2019). Summarising the data is also essential to determine whether there are sufficient responses in each subgroup for further statistical analysis.

Inferential statistics were used to test the hypotheses in which inferences were drawn either on the observed relationships between variables or on the observed differences in the mean scores between subgroups (Ho 2014). Fundamentally, testing of relationships asks whether variations in two variables are associated, whereas testing for differences asks whether the observed differences in the means scores between subgroups are either due to chance or are the result of real differences in the dataset (Ho 2014).

Although parametric tests are considered to be more statistically powerful, they require the sample data to meet a number of assumptions such as a normal distribution, independence of subgroups, and homogeneity of variance between the subgroups (Sullivan, Artino 2013, Harpe 2015). Nonetheless, where these assumptions are violated, particularly the normality assumption, non-parametric tests can be carried out with

relatively high statistical power provided the sample is sufficiently large (Sullivan, Artino 2013).

In the current study, Likert-scales were used to measure workplace conflict and employee well-being in which a number of items were combined to measure each construct. On the other hand, Likert-type questions were used to measure the respondents' perceptions of a particular concept such as group trust, or the social climate of the organisation. Since the items of a Likert-scale are combined to form a composite score producing a mean or sum, such data can be treated as an interval measurement scale (Boone, Boone 2012). Hence, descriptive statistics such as the mean and standard deviation can be used as measure of central tendency and measures of spread respectively (Sullivan, Artino 2013, Harpe 2015).

In the case of single Likert-type questions, the measurement scale should be treated as ordinal since although the numbers assigned to the category labels used to rate the Likert-type item represent an increasing relationship, the magnitude of each incremental step is subjective (Clason, Dormody 1994, Boone, Boone 2012), and may not be equal between each category (Harpe 2015). Hence, descriptive statistics such as the mode and median can be applied as measures for central tendency while the range is used as a measure of spread (Boone, Boone 2012).

3.7 Scale Reliability

The internal consistency and reliability of the scale items included in the constructs was tested using Cronbach's Alpha. This statistic typically ranges from 0 to 1 and there is agreement within the research community that a Cronbach alpha larger than 0.7 indicates

good reliability (Saunders, Lewis et al. 2019). However, some researchers (e.g. Streiner 2010, p. 1387), suggest that the value of alpha is dependent on the number of items within the scale (Vaske, Beaman et al. 2016). For instance, whilst the reliability of the scale may increase as more items are added, the opposite is also true. Provided that the average correlations between the items remains the same, the reliability of a scale may decrease from 0.80 to 0.66 if a typical 4-item scale is truncated to a 2-item scale (Vaske, Beaman et al. 2016). This is consistent with the observations made by Kline (2000 cited in Field 2018) that the nature of psychological constructs can yield values of less than 0.7 because of the variety between the constructs. The researcher thus needs to interpret the value of alpha within the context of the size of the scale.

3.8 Common Method Bias

Since the data was collected from a single instrument, the researcher took in consideration the possibility of Common Method Bias (CMB). In this regard, the researcher followed the recommendations provided by Podsakoff & Mackenzie et al. (2003) to overcome some of the problems of CBM during the process of data collection. Hence, to increase the likelihood of obtaining more reliable responses, a covering letter was included in the questionnaire explaining the context and the objectives of the study. Participants were also reassured of the anonymity and confidentiality of their responses and were requested to think about their current workplace experiences and the people they work closely with when answering the survey questions. The questionnaire also included a brief definition of each conflict type in order to help participants to differentiate between the type of conflicts. The scale items for workplace conflict and employee well-being were broken down into separate questions with each having their own scoring scale. This eliminated the use of the matrix type questions and virtually increased the length of the scale. The

scale items of the independent and the dependent variables were separated by a mid-section in the questionnaire that included a set of questions related to workplace dynamics and conflict management approaches. This allowed the researcher to include variety in the question formats and introduce other types of anchor names which created a psychological separation between the two main constructs under investigation.

3.9 Ethical Considerations

Ethical principles were observed throughout each phase of this research project. These include maintaining the privacy and anonymity of participants, upholding the principles of the voluntary nature of participation and the right to withdraw at any time, obtaining informed consent, the researcher's responsibility during data analysis and when research findings are reported, and ensuring no form of harm is caused from participation (Saunders, Lewis et al. 2019).

The necessary approval to proceed with this research project was granted by the University of Malta's ethics committee through an email notification a copy of which is being attached at Appendix II.

Authorisation was obtained from the Strategy and Implementation Directorate within the Office of the Prime Minister to disseminate the link to the online questionnaire to the target population and invite them to participate in the survey. A copy of the email correspondence where permission is being sought and corresponding authorisation is attached at Appendix III.

The online questionnaire included a covering letter in which the context and objectives of the study were explained. It was emphasised that participation in the survey is strictly voluntary and that participants can withdraw at any time without suffering any consequences. They were also assured that their response is anonymous and confidential, and that the data will be used solely for the purpose of the study and that the data will be destroyed upon successful completion of the research. Participants were informed that by proceeding and submitting the questionnaire, they would be giving their consent to participate. A copy of the covering letter is being attached at Appendix IV.

No personal or any subjective information that could identify participants and link them to any ministry or department was requested. Email addresses from which the link was accessed was not collected. Each question included in the survey instrument was carefully thought through to avoid questions that may be considered too personal or evasive, or questions that could embarrass participants.

CHAPTER 4 - DATA ANALYSIS, HYPOTHESES TESTING, AND DISCUSSION

This chapter presents the research findings of this study. First, the data are summarised after which hypotheses are formulated in line with the research objectives outlined in Chapter 1 and tested against previous research findings outlined in Chapter 2. A discussion of the research findings concludes this chapter.

4.1 Descriptive Statistics

A total of 215 responses were received through the internet-based self-administered questionnaire. Since all survey questions were set as required, there were no incomplete responses. All 215 responses were retained for further analysis after checking the data for any invalid responses.

4.1.1 Demographic Characteristics of Survey Participants

Table 4.1 summarises the demographic characteristics of the survey participants while Figure 4.1 below shows that more than half (54%, n=116) of the respondents were female while (46%, n=99) were male.

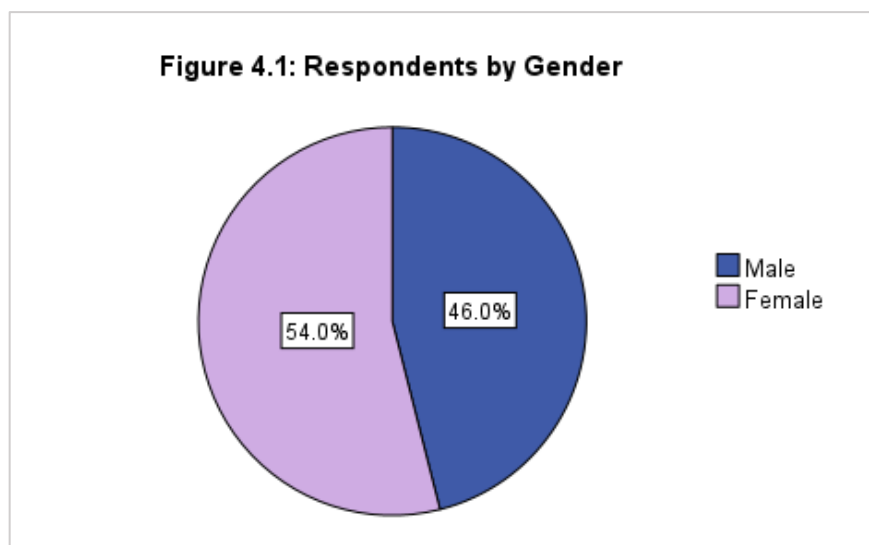
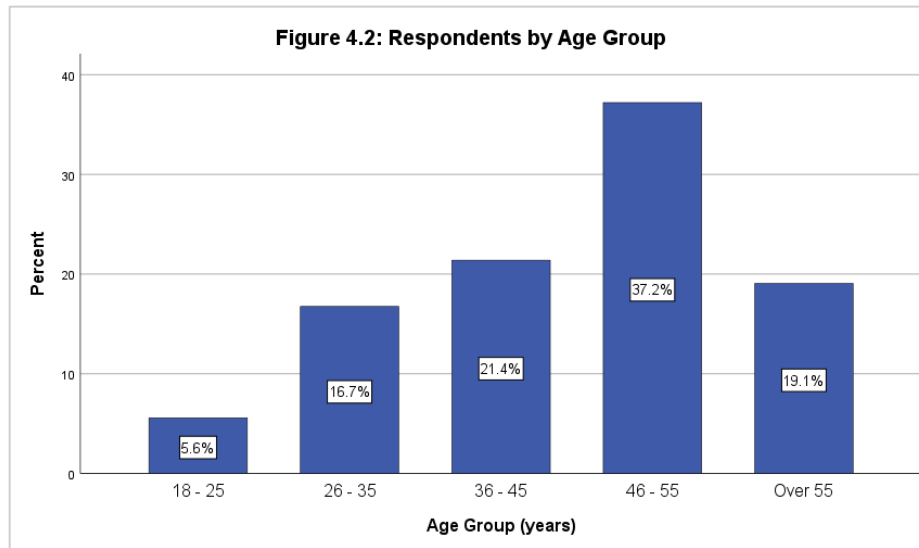


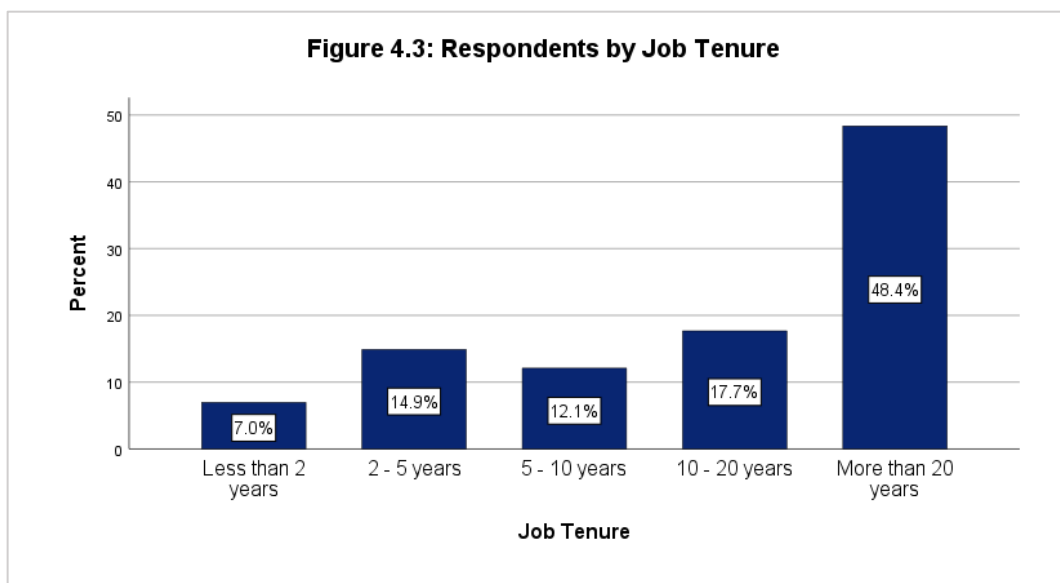
Table 4.1: Demographic Characteristics of Survey Participants

Variable	Category	Frequency	Percent
Gender	Male	99	46.0
	Female	116	54.0
Age	18 - 25	12	5.6
	26 - 35	36	16.7
	36 - 45	46	21.4
	46 - 55	80	37.2
	55 and over	41	19.1
Job Tenure	Less than 2 years	15	7.0
	2 - 5 years	32	14.9
	5 - 10 years	26	12.1
	10 - 20 years	38	17.7
	More than 20 years	104	48.4
Present Salary Scale	17 - 14	13	6.0
	13 - 11	29	13.5
	10 - 6	119	55.3
	5 - 2	54	25.1
Use of Family Friendly Measures	Yes	141	65.6
	No	74	34.4
n = 215			

Participants were asked to indicate their age by selecting the appropriate age group. Figure 4.2 shows that more than one third (37.2%) of respondents fall within the 46 to 55 years age group, while slightly more than one in five (21.4%) are aged between 36 and 45 years followed by (19.1%) that is almost one-fifth being over 55 years of age. Around one-sixth (16.7%) are aged between 26 and 35 years, while the smallest cohort in this sample (5.6%) are aged between 18 and 25 years.



The job tenure profile of the sample is presented Figure 4.3 and shows that almost half of respondents (48.4%) have been employed with the Malta Public Service for more than 20 years. Slightly more than one-sixth (17.7%) have been employed between 10 and 20 years, while more than one in seven (14.9%) fall within the 2 to 5 years bracket. Slightly less than one-eighth (12.1%) have been employed for 2 to 5 years, while a small fraction, less than one-tenth (7.0%) of respondents have been employed for less than 2 years.



Participants were asked to indicate their present salary scale by selecting the appropriate salary scale group. Figure 4.4 shows that the majority of respondents (55.3%) are employed in scales 10 to 6. A quarter (25.1%) of respondents fall within salary scale 5 to 2, while slightly less than one in seven (13.5%) are employed in salary scales 13 to 11. On the other hand, a minority of respondents, less than one-tenth (6.0%), fall within the 17 to 14 salary scale brackets.

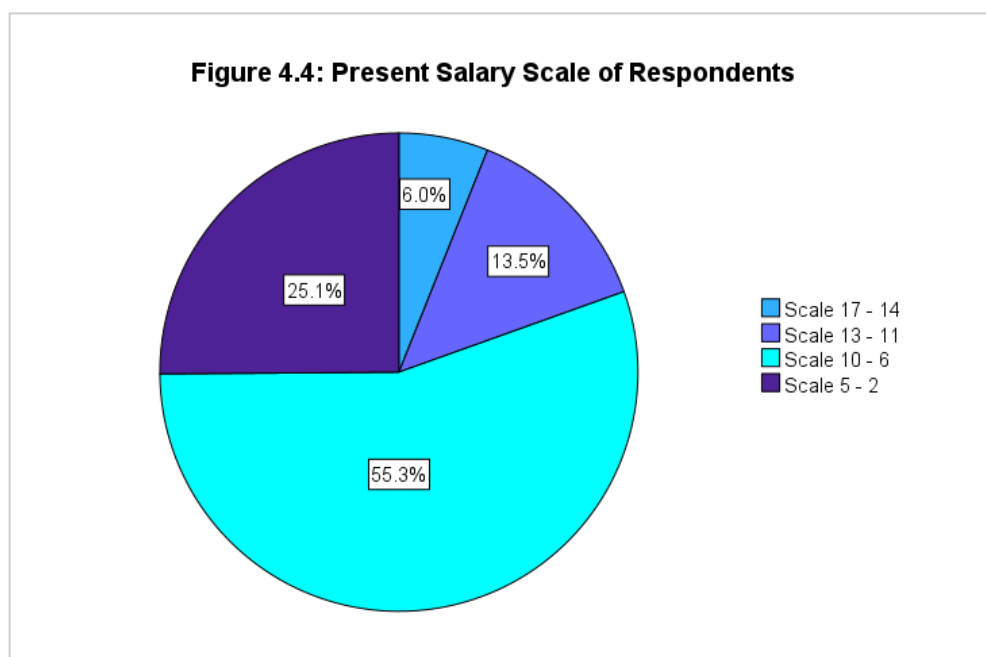
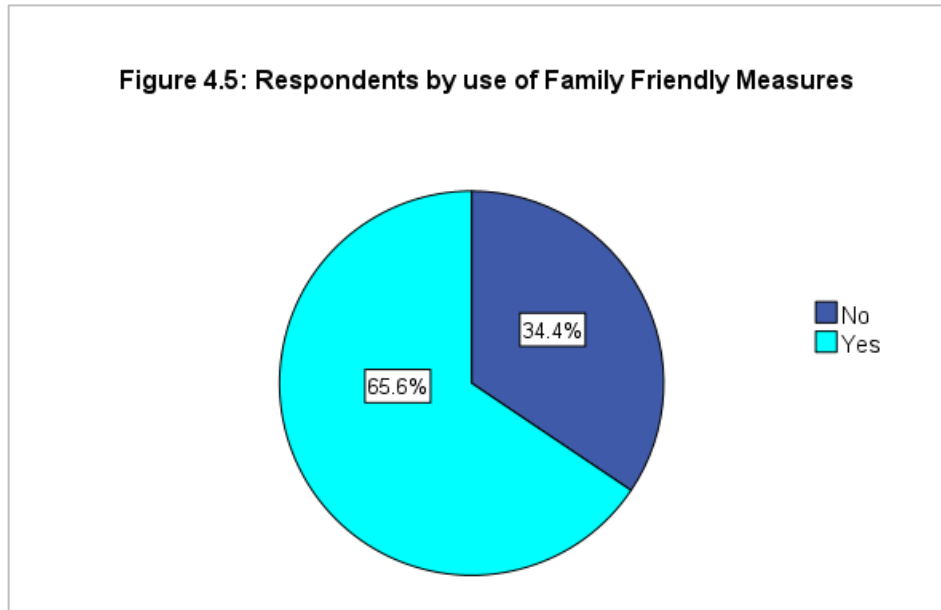


Figure 4.5 shows that almost two thirds (65.6%) of respondents are making use of some kind of family friendly measures which include (teleworking, remote working, reduced hours, or flexy hours) compared to approximately one third (34.4%) who answered that they are not making use of such measures.



4.1.2 Group Dynamics

Survey participants were asked a number of single Likert Type questions in order to capture a measure of group dynamics and the degree of psychological detachment during off-work time. All questions were evaluated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) with higher scores indicating favourable responses. Table 4.2 shows the summary statistics for these items in terms of frequencies and percentages of responses. Respondents scored highly on the three items measuring workplace dynamics.

With respect to Group Norms, more than half of respondents (40.0% and 17.2%) either agreed or strongly agreed that group norms are favourable at their workplace compared to less than one-fifth (11.2% and 7.4%) who either disagreed or strongly disagreed. Similarly, the item measuring the social climate and perceived support was rated

favourably with more than half of respondents (42.3% and 17.2%) stated that they either agree or strongly agree, compared to approximately one-sixth (10.7% and 5.6%) who either disagreed or strongly disagreed. Intragroup trust seems to be prevalent among respondents with almost two-thirds (40.5% and 20.9%) either agreeing or strongly agreeing with the statement, compared to one out of eight (8.4% and 4.2%) who either disagreed or strongly disagreed.

In contrast to the workplace dynamics measures, the item measuring psychological detachment during off-work time was rated rather negatively by respondents in the current sample. More than half of respondents (34.0% and 20.5%) either disagreed or strongly disagreed with the statement indicating that they do not manage to switch-off while not at work compared to approximately one-fifth (13.0% and 7.9%) of participants who either agreed or strongly agreed.

Table 4.2: Descriptive Statistics for Questions relating to Group Dynamics and Psychological Detachment

Item	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Median	Range
Group Norms "When conflict arises at my workplace, management and employees examine issues until we find a solution that satisfies everyone".	16 (7.4)	24 (11.2)	52 (24.2)	86 (40.0)	37 (17.2)	4	4
Social Climate "The social climate at my workplace is encouraging and supportive".	12 (5.6)	23 (10.7)	52 (24.2)	91 (42.3)	37 (17.2)	4	4
Group Trust "There is a high degree of trust among the people I work with".	9 (4.2)	18 (8.4)	56 (26.0)	87 (40.5)	45 (20.9)	4	4
Psychological Detachment "During off-work hours, I don't think about work at all".	44 (20.5)	73 (34.0)	53 (24.7)	28 (13.0)	17 (7.9)	2	4
<i>n</i> = 215 SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree.							

4.1.3 Conflict Management Styles

Conflict management style was measured using a multiple-choice question in which participants had to choose a statement that best describes their approach when dealing with conflict with their colleagues. Each statement represented a particular conflict management style in line with the literature. Table 4.3 provides a summary of the responses where each statement corresponds to a conflict management style.

More than half (58.1%) choose to deal with the conflicts in a problem-solving approach. Slightly more than one-fifth of respondents (22.8%) prefer an accommodating style, while approximately one-sixth (16.3%) of survey participants seem to be more inclined towards avoiding conflicts to steer away any confrontation. A minority of responses (1.9%) were classified as either ‘Don’t know’ (n=3) or ‘It depends’ (n=1). Only (0.9%, n=2) of survey respondents answered that they force their point of view and will do everything to win.

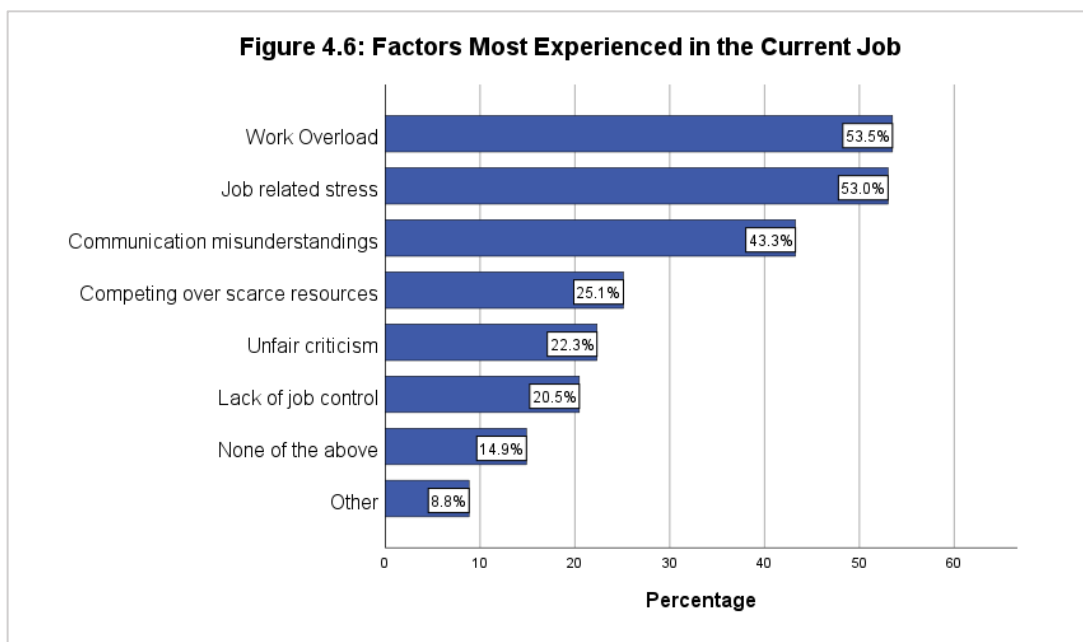
Table 4.3: Frequency of Personal Conflict Management Style

Conflict Management Style	Statement	Frequency	Percent
Problem Solving	<i>I examine issues and ideas until I find a solution that really satisfies me and the other party.</i>	125	58.1%
Accommodating	<i>I discuss the issues but tend to lower my expectations and adapt to the other parties' goals and interests.</i>	49	22.8%
Avoiding	<i>I tend to avoid discussions and I downplay the importance of the conflict issues to avoid confrontation with the other party.</i>	35	16.3%
Forcing	<i>I push my own point of view and will do everything to win.</i>	2	0.9%
Other	<i>Responses classified as either 'Don't know' or 'it depends'.</i>	4	1.9%
n = 215			

4.1.4 Workplace Factors

Participants were asked to indicate all those factors that they are experiencing in their current job through a multi response type question. The literature has identified these factors as being possible sources of conflict. The responses selected by participants are summarised in Figure 4.6.

There were two major factors selected in which more than half (53.5%) and (53.0%) of survey respondents indicated that they are experiencing *work overload* and *job-related stress respectively*. More than two out of five (43.3%) indicated that they experience *communication misunderstandings* while slightly more than a fourth (25.1%) indicated that they feel *competing over scarce resources*. Approximately one-fifth (22.3%) and (20.5%) reported ‘unfair criticism’ and ‘lack of job control’ respectively. A total of approximately one out of seven (14.9%) of respondents indicated that they are not experiencing the factors indicated in the list while a minority, less than one-tenth (8.8%) included other factors which were not on the list.



4.1.5 Workplace Conflict

The level of workplace conflict was measured using the Intragroup Conflict Scale developed by Jehn & Mannix (2001). This consists of three subscales with 3-items each measuring relationship, task, and process conflict. Each construct was evaluated on a 5-point Likert scale with higher scores indicating a higher occurrence of conflicts. Table 4.4 provides the summary statistics of the three conflict scales including the mean and standard deviation. Overall, the respondents in the present sample, are experiencing below average levels of workplace conflict.

Table 4.4: Descriptive Statistics for the Workplace Conflict Constructs

Item		Min.	Max.	Mean	Standard Deviation
Task Conflict					
TC01	How often is there conflict of ideas among the people you work with?	1	5	2.86	0.808
TC02	How frequently do you have disagreements with the people you work with about the task you are working on?	1	5	2.66	0.860
TC03	How often do people you work with have conflicting opinions about the work being done?	1	5	2.78	0.852
Relationship Conflict					
RC01	How often is there relationship tension between you and the people you work with?	1	5	2.33	0.807
RC02	How often do people you work with get angry while at work?	1	5	2.64	0.836
RC02	How often are there emotional conflicts between you and the people you work with?	1	5	2.18	0.803
Process Conflict					
PC01	How often are there disagreements about who should do what among the people you work with?	1	5	2.43	1.016
PC02	How often is there conflict about task responsibilities among the people you work with?	1	5	2.45	0.998
PC03	How often is there disagreement about how resources are allocated among the people you work with?	1	5	2.42	0.943
n = 215					

4.1.6 Employee Well-being

Employee well-being was measured with the World Health Organisation WHO-5 five-item scale measuring positive well-being which was combined with a single item measuring health as per approach adopted by Hamilton Skurak and Malinen et al. (2021). The items were evaluated on a 5-point Likert scale with higher scores indicating a higher level of well-being. Table 4.5 provides the summary statistics of the employee well-being scale including the mean and standard deviation. It seems that respondents are experiencing above average levels of health and well-being.

Table 4.5: Descriptive Statistics for the Employee Well-being Construct

Item		Min.	Max.	Mean	Standard Deviation
Health					
H01	How would you rate your health at the present time?	1	5	3.06	0.857
Well-being					
WB01	I feel cheerful and in good spirits.	1	5	3.47	0.784
WB02	I feel calm and relaxed.	1	5	3.19	0.839
WB03	I feel active and vigorous.	1	5	3.29	0.865
WB04	I wake up feeling fresh and rested.	1	5	3.17	0.971
WB05	My daily life is filled with things that interest me.	1	5	3.54	0.916
n = 215					

4.2 Workplace Conflict Construct Validity

Confirmatory Factor Analysis (CFA) was carried out to test the construct validity of the workplace conflict measures. This procedure enabled the researcher to verify whether the measured variables are representative of each construct and to obtain a better

understanding of the measures (Hair, Black et al. 2014). This is also essential to verify whether the respondents were able to distinguish between task, relationship, and process conflict (Pearson, Ensley et al. 2002, Tidd, McIntyre et al. 2004), before carrying out further statistical analysis. A Principal component extraction with oblique rotation was carried since a correlation between the three constructs was assumed. IBM SPSS outputs are being attached at Appendix V.

The component correlation matrix showed that the components were moderately correlated with correlations larger than the 0.32 threshold indicating that use of the oblique rotation is adequate for this analysis. Moreover, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (0.882) is larger than the 0.5 threshold value while the Bartlett's Test of Sphericity p-value (< 0.001) is smaller than the 0.05 level of significance. Thus, these two tests also provide support for the use of factor analysis since both conditions are satisfied (Hair, Black et al. 2014).

Since the literature has repeatedly confirmed the three-structure model, the researcher chose to extract three components rather than relying on the eigenvalues > 1.0 rule of thumb. The rotated component matrix (pattern matrix) in Table 4.6 shows that the items have loaded rather strongly under three components while the cross loadings are weak or negligible in line with past use of the scale (Jehn, Mannix 2001). The three items representing relationship conflict have loaded heavily on Factor 1. The other three items that describe process conflict have loaded heavily on Factor 2 while the three items under task conflict have loaded heavily on Factor 3. Together, these three factors explain 77.43% of the total variation of the data.

Table 4.6: Standardized Factor Loadings Pattern Matrix

Items	Factors		
	1	2	3
Task Conflict			
How often is there conflict of ideas among the people you work with?	.124	.038	-.822
How frequently do you have disagreements with the people you work with about the task you are working on?	.034	.018	-.888
How often do people you work with have conflicting opinions about the work being done?	-.083	-.113	-.880
Relationship Conflict			
How often is there relationship tension between you and the people you work with?	.805	.070	-.171
How often do people you work with get angry while at work?	.600	-.193	-.045
How often are there emotional conflicts between you and the people you work with?	.914	-.018	.055
Process Conflict			
How often are there disagreements about who should do what among the people you work with?	.193	-.840	.060
How often is there conflict about task responsibilities among the people you work with?	.047	-.897	-.027
How often is there disagreement about how resources are allocated among the people you work with?	-.120	-.872	-.095
<i>Eigenvalues</i>	<i>5.061</i>	<i>1.045</i>	<i>0.862</i>
<i>Variance Explained</i>	<i>56.23%</i>	<i>11.65%</i>	<i>9.58%</i>
n = 215. Extraction method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization Rotation converged in 5 iterations.			

4.3 Scale Reliability

Cronbach's Alpha (α) was obtained for the workplace conflict measurements as shown in Table 4.7, while the IBM SPSS outputs are attached at Appendix VI. All three conflict types show strong internal reliability since all coefficients were larger than the 0.7 threshold (Kline 2000): relationship conflict ($\alpha = 0.778$), task conflict ($\alpha = 0.867$) and

process conflict ($\alpha = 0.888$). These are in line with the reliability results of previous research using the same Intragroup Conflict Scale (Tafvelin, Keisu et al. 2020, p. 54). The Cronbach's Alpha (α) in the case of the employee well-being scale was obtained for the combined scale 6-items ($\alpha = 0.872$) after including the health measurement item. This was done after confirming a strong correlation between the WHO-5 scale and the single health item ($r_s = -0.643, p < .001$) which replicates the result obtained by Hamilton Skurak & Malinen et al. (2021).

Table 4.7: Descriptive Statistics and Reliability Tests for Workplace Conflict and Employee Well-being scales.

Construct	Mean	Standard Deviation	Cronbach's alpha
Relationship Conflict [3-items: RC01, RC02, RC03]	2.381	0.6785	0.778
Task Conflict [3-items: TC01, TC02, TC03]	2.766	0.7471	0.867
Process Conflict [3-items: PC01, PC02, PC03]	2.433	0.8916	0.888
Employee Well-being [6-items: WB01, WB02, WB03, WB04, WB05, H01]	3.284	0.6827	0.872
<i>n</i> = 215			

4.4 Hypotheses Testing

In line with research objective two, a correlation analysis was carried out. The correlation coefficient is used to assess the strength and direction of the relationship between two variables (Saunders, Lewis et al. 2019). The Spearman's rho rank correlation coefficient was used instead of the Pearson's product-moment correlation coefficient to test these relationships since the p-values of both the Kolmogorov-Smirnov and Shapiro-Wilk for all four variables were smaller than the 0.05 level of significance, meaning that all variables violated the normality assumption. The Spearman's rho nonparametric test is

less restrictive and can also be used when the data are measured on an ordinal scale and follow a monotonic relationship in contrast to linear relationships (Puth, Neuhäuser et al. 2015).

Hypothesis 1: Relationship, task, and process conflict at work will be negatively related with employee well-being.

Hypothesis 2: There is a positive relationship between relationship, task, and process conflict.

Table 4.8 shows the correlation coefficients of the four constructs. Relationship conflict is the most negatively associated with employee well-being ($r_s = -0.271$, $p < .001$) compared to task conflict ($r_s = -0.243$, $p < .001$), and followed by process conflict ($r_s = -0.216$, $p = .001$). Although the negative influence of the conflict types on employee well-being is rather weak, these relationships are significant at the 0.05 level. On the other hand, the results show a rather moderate and positive association between relationship conflict and task conflict ($r_s = 0.585$, $p < .001$), and process conflict ($r_s = 0.564$, $p < .001$). It can be noted that task and process conflict also have a moderate positive association ($r_s = 0.580$, $p < .001$). SPSS outputs are attached to Appendix VII.

Table 4.8: Correlation Coefficients for Workplace Conflict and Employee Well-being

		Employee Well-being	Relationship Conflict	Task Conflict	Process Conflict	
Spearman's rho	Employee Well-being	Correlation Coefficient	1.000			
		p-value	.			
	Relationship Conflict	Correlation Coefficient	-.271**	1.000		
		p-value	<.001	.		
	Task Conflict	Correlation Coefficient	-.243**	.585**	1.000	
		p-value	<.001	<.001	.	
	Process Conflict	Correlation Coefficient	-.216**	.564**	.580**	1.000
		p-value	.001	<.001	<.001	.
	<i>n</i> = 215; All p-values are 2-tailed					

In line with research objective three, the researcher tested whether there is a difference in experienced conflict at work and employee well-being between groups in terms of demographic variables. A Kolmogorov-Smirnov and Shapiro-Wilk test was carried out before each hypothesis test in order to determine whether the data violated the normally distributed assumption. Where normality was assumed, a parametric test One-way ANOVA was chosen since the independent variable had more than two independent groups. On the other hand, where the normality assumption was violated, non-parametric tests were used (Mann-Whitney U to test for two independent groups or the Kruskal-Wallis H test for more than two independent groups). All hypotheses were tested at the 0.05 level of significance.

Hypothesis 3: There is a significant difference between gender types in terms of experienced conflict at work and employee well-being.

Table 4.9 shows the results of the Mann-Whitney U test performed on the four constructs. The results show that there is no statistically significant difference between gender types in terms of experienced conflict at the workplace. Relationship conflict, $U = 5638.0$, $p = 0.816$; Task conflict, $U = 5071.0$, $p = 0.351$; and Process conflict, $U = 5162.0$, $p = 0.197$. This means that the higher level of experienced conflicts by male employees does not differ in a significant way when compared to females. In contrast, employee well-being is significant, $U = 4832.0$, $p = 0.045$. Hence, this provides evidence that males, in general, experience higher levels of employee well-being ($M = 3.362$) than females ($M = 3.217$). IBM SPSS outputs are attached to Appendix VIII.

Table 4.9: Summary Output of Mann-Whitney U Test for Gender

Gender	F	Relationship Conflict		Task Conflict		Process Conflict		Employee Well-being	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
Male	99	2.387	.6846	2.859	.7097	2.539	.9520	3.362	.7226
Female	116	2.376	.6761	2.687	.7718	2.342	.8299	3.217	.6424
Test Statistic		Mann-Whitney U = 5638.0		Mann-Whitney U = 5071.0		Mann-Whitney U = 5162.0		Mann-Whitney U = 4832.0	
df		-		-		-		-	
p-value (2-tailed)		0.816		0.351		0.197		0.045	
<i>n = 215; F = Frequency; SD = Standard Deviation</i>									

Hypothesis 4: There is a significant difference between employees who make use of family friendly measures and employees who do not make use of such measures in terms of experienced conflict at work and employee well-being.

Table 4.10 shows the results of the Mann-Whitney U test performed on the four constructs in terms of use of family friendly measures. The results show that there is no statistically significant difference between those who are making use of family friendly measures and those who are not in terms of experienced conflict at the workplace. Relationship conflict, $U = 5009.0$, $p = 0.629$; Task conflict, $U = 5183.5$, $p = 0.938$; Process conflict, $U = 4857.5$, $p = 0.402$. This means that the higher level of experienced conflicts by those employees who are not making use of family friendly measures does not differ in a significant way when compared to those who are making use of such measures. In contrast, employee well-being is significant, $U = 3798.2$, $p = 0.001$. Hence, this provides evidence that those who are making use of family friendly measures, in general, experience lower levels of employee well-being ($M = 3.180$) compared to those who are not ($M = 3.482$). IBM SPSS outputs are attached to Appendix IX.

Table 4.10: Summary Output of Mann-Whitney U Test for Use of Family Friendly Measures

Use of Family Friendly Measures	F	Relationship Conflict		Task Conflict		Process Conflict		Employee Well-being	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
No	74	2.392	.6899	2.788	.7755	2.518	.9135	3.482	.6590
Yes	141	2.376	.6748	2.754	.7343	2.388	.8798	3.180	.6741
Test Statistic		Mann-Whitney U = 5009.0		Mann-Whitney U = 5183.5		Mann-Whitney U = 4857.5		Mann-Whitney U = 3798.2	
df		-		-		-		-	
p-value (2-tailed)		0.629		0.938		0.402		0.001	
<i>n = 215; F = Frequency; SD = Standard Deviation</i>									

Hypothesis 5: There is a significant difference between age groups in terms of experienced conflict at work and employee well-being.

Table 4.11 shows the results of the One-Way ANOVA and the Kruskal-Wallis H tests for the four constructs under investigation, while the corresponding IBM SPSS outputs are attached at Appendix X. Relationship conflict is not significant, $H(4) = 7.295$, $p = 0.121$. Hence, there is no evidence that the level of relationship conflict experienced between the five different age groups differs in any significant way. Task conflict is significant, $H(4) = 10.485$, $p = 0.033$, suggesting that the level of task conflict experienced between the five different age groups differs significantly. Those aged 26 to 35 years experiencing the most task conflict ($M = 2.944$) compared to those aged 18 to 25 years who are the least effected ($M = 2.111$). Process conflict is significant, $H(4) = 113.460$, $p = 0.009$, suggesting that the level of process conflict experienced between the five different age groups differs significantly. Again, those aged 26 to 35 years experiencing the most process conflict ($M = 2.778$) compared to those aged 18 to 25 years who experience the

least ($M = 1.778$). Employee well-being is significant, $F(4, 210) = 2.771$, $p = 0.028$, which provides evidence that the level of well-being differs significantly between the different age groups. A Tukey Post Hoc test was also carried out to compare the mean scores of the age groups pairwise (two at a time). The test indicated that the level of well-being of those aged 55 years and over ($M = 3.585$) is significantly higher than those aged 26 to 35 years ($M = 3.130$) since the p-value (0.027) was less than the 0.05 level of significance. The test did not indicate any significant difference in the level of well-being between the other age groups since all pairwise p-values were larger than the 0.05 level of significance.

Table 4.11: Summary Output of Kruskal-Wallis H and One-way ANOVA Tests for Age Groups

Age Group	F	Relationship Conflict		Task Conflict		Process Conflict		Employee Well-being	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
18-25	12	2.000	.4714	2.111	.7154	1.778	.7431	3.167	.4495
26-35	36	2.463	.6680	2.944	.7105	2.778	.9824	3.130	.7128
36-45	46	2.420	.6756	2.841	.6983	2.384	.7981	3.225	.7090
46-55	80	2.450	.7313	2.796	.8191	2.475	.8744	3.250	.6951
55 and over	41	2.244	.6010	2.659	.5939	2.293	.8762	3.585	.5906
Test Statistic		Kruskal-Wallis H = 7.295		Kruskal-Wallis H = 10.485		Kruskal-Wallis H = 113.460		One way ANOVA F = 2.771	
df		(4)		(4)		(4)		(4, 210)	
p-value		0.121		0.033		0.009		0.028	
<i>n = 215; F = Frequency; SD = Standard Deviation</i>									

Hypothesis 6: There is a significant difference between salary scales in terms of experienced conflict at work and employee well-being.

As shown in Table 4.12, the Kruskal-Wallis H tests revealed no statistically significant difference between salary scales in terms of experienced conflict at work and employee well-being (vide appendix XI). Relationship conflict, $H(3) = 6.075$, $p = 0.108$; Task

conflict, $H(3) = 0.546$, $p = 0.909$; Process conflict, $H(3) = 4.045$, $p = 0.257$; Employee well-being, $H(3) = 4.437$, $p = 0.218$.

Table 4.12: Summary Output of Kruskal-Wallis H Tests for Present Salary Scale

Salary Scale	F	Relationship Conflict		Task Conflict		Process Conflict		Employee Well-being	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
17 to 14	13	2.667	.9129	2.974	.9667	2.410	.9345	3.000	.8687
13 to 11	29	2.494	.7106	2.839	.8147	2.632	1.092	3.230	.6306
10 to 6	119	2.403	.6637	2.745	.6980	2.468	.8146	3.263	.6756
5 to 2	54	2.204	.6020	2.722	.7682	2.253	.9202	3.426	.6648
Test Statistic		Kruskal-Wallis H = 6.075		Kruskal-Wallis H = 0.546		Kruskal Wallis H = 4.045		Kruskal Wallis H = 4.437	
df		(3)		(3)		(3)		(3)	
p-value		0.108		0.909		0.257		0.218	

n = 215; F = Frequency; SD = Standard Deviation

Hypothesis 7: There is a significant difference between job tenure in terms of experienced conflict at work and employee well-being.

Table 4.12 shows that the Kruskal-Wallis H tests and One way ANOVA tests revealed no statistically significant difference between job tenure in terms of experienced conflict at work and employee well-being (vide appendix XII). Relationship conflict, $H(4) = 2.218$, $p = 0.712$; Task conflict, $F(4, 210) = 1.856$, $p = 0.119$; Process conflict, $H(4) = 4.367$, $p = 0.359$; Employee well-being, $F(4, 210) = 1.660$, $p = 0.161$.

Table 4.13: Summary Output of Kruskal-Wallis H Test and One-Way ANOVA for Job Tenure

Job Tenure	F	Relationship Conflict		Task Conflict		Process Conflict		Employee Well-being	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
Less than 2 years	15	2.289	.5891	2.356	.5699	2.333	.8165	3.411	.6603
2 - 5 years	32	2.271	.7641	2.698	.8311	2.302	1.049	3.151	.6698
5 - 10 years	26	2.500	.5354	2.987	.6830	2.756	.9264	3.256	.6604
10 - 20 years	38	2.404	.6583	2.825	.7969	2.456	.8918	3.101	.7499
More than 20 years	104	2.391	.7066	2.769	.7257	2.397	.8375	3.380	.6608
Test Statistic		Kruskal-Wallis H = 2.128		One-Way ANOVA F = 1.856		Kruskal-Wallis H = 4.367		One-Way ANOVA F = 1.660	
df		(4)		(4,210)		(4)		(4, 210)	
p-value		0.712		0.119		0.359		0.161	

n = 215; F = Frequency; SD = Standard Deviation

Hypothesis 8a: There is a significant association between present salary scale and psychological detachment during off-work time.

A Chi square test was performed on the two categorical variables using the crosstab function on SPSS (vide Appendix XIII). Both variables were re-coded and collapsed from five to three categories in order to have all cells with a count of at least five observations. Table 4.12 shows that a larger proportion of those in salary scales 5 to 2 (75.9%) than those in salary scales 10 to 6 (46.2%), and salary scales 17 to 11 (50%) do not manage to disengage from work during off-work time. Conversely, there are larger percentages of those in salary scales 17 to 11 (31.0% and 19.0%) and those in salary scales 10 to 6 (26.9% and 26.9%) compared to those in scales 5 to 2 (14.8% and 9.3%) who either manage or somewhat manage to disengage from work during off-work time. Since the Chi square test, $\chi^2(4) = 14.885$, $p = 0.005$, is significant at the 0.05 level of significance suggests that salary scale and psychological detachment during off-work time are associated. The computed Cramer's V, $V_c = 0.186$, $p = 0.005$, indicates that

although this association is weak, it is statistically significant, suggesting that public officers within higher salary scales, find it harder to disengage from work during off-work time.

Table 4.14: Cross Tabs and Chi Square Test for Present Salary Scale and Psychological Detachment During Off-Work Time

			Psychological Detachment During off-work time			Total
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	
Present Salary Scale	17-11	Count	21	13	8	42
		%	50.0%	31.0%	19.0%	100.0%
	10-6	Count	55	32	32	119
		%	46.2%	26.9%	26.9%	100.0%
	5-2	Count	41	8	5	54
		%	75.9%	14.8%	9.3%	100.0%
Total	Count	117	53	45	215	
	%	54.4%	24.7%	20.9%	100.0%	

$\chi^2(4) = 14.855, p = 0.005$
 $V_c = 0.186, p = 0.005$

Hypothesis 8b: There is a significant association between job tenure and psychological detachment during off-work time.

Table 4.13 shows that a larger proportion of those with job tenures of over 20 years (60.6%), and 5 to 20 years (54.7%) than those with less than 5 years (40.4%), seem to remain psychologically engaged with their work during off-work time. Conversely, there are larger percentages of those with a job tenure of less than 5 years (21.3% and 38.3%) compared to those with job tenures of 5 to 20 years (29.7% and 15.6%) and those with over 20 years (23.1% and 16.3%) who either manage or somewhat manage to disengage from work during off-work time. Since the Chi square test, $\chi^2(4) = 12.075, p = 0.017$, is significant at the 0.05 level of significance suggests that job tenure and psychological detachment during off-work time are associated. The computed Cramer's V, $V_c = 0.168$,

$p = 0.017$, indicates that although this association is weak, it is statistically significant, suggesting that public officers with higher job tenures, find it harder to disengage from work during off-work time.

Table 4.15: Cross Tabs and Chi Square Test for years of Job Tenure and Psychological Detachment During Off-Work Time

			Psychological Detachment During off-work time			Total
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	
Job Tenure	Less than 5 years	Count	19	10	18	47
		%	40.4%	21.3%	38.3%	100.0%
	5 - 20 years	Count	35	19	10	64
		%	54.7%	29.7%	15.6%	100.0%
	Over 20 years	Count	63	24	17	104
		%	60.6%	23.1%	16.3%	100.0%
Total		Count	117	53	45	215
		%	54.4%	24.7%	20.9%	100.0%

$\chi^2(4) = 12.075, p = 0.017$

$V_c = 0.168, p = 0.017$

Hypothesis 9: Relationship conflict will have the greatest negative impact on employee well-being than task and process conflict.

To meet objective five, the researcher performed a multiple regression analysis to determine the impact that each type of workplace conflict has on employee well-being. The dependent variable (employee well-being) was therefore regressed on the three predicting variables: relationship, task, and process conflict. IBM SPSS outputs are attached at Appendix XIV. The results in Table 4.14 show that the three types of workplace conflict together have a significant impact on employee well-being, $R^2 = 0.134, F(3, 211) = 10.895, p < 0.001$, indicating that the model explains 13.4% of the variance in employee well-being. Furthermore, the results reveal that relationship conflict

has the most significant negative impact on employee well-being, ($\beta = -0.304$, $t = -3.520$, $p < 0.001$). This is followed by task conflict ($\beta = -0.062$, $t = -0.765$, $p < 0.445$) and process conflict ($\beta = -0.022$, $t = -0.332$, $p < 0.740$), however, their negative impact on employee well-being was not significant.

Table 4.16: Regression Results Showing the Impact of Workplace Conflicts on Employee Well-being

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.232	.181		23.395	<.001	3.875	4.588
Relationship Conflict	-.304	.086	-.302	-3.520	<.001	-.474	-.134
Task Conflict	-.062	.081	-.068	-.765	.445	-.222	.098
Process Conflict	-.022	.065	-.028	-.332	.740	-.149	.106

n = 215

Dependent Variable: Employee Well-being

Model: $R^2 = 0.134$; $F(3, 211) = 10.895$, $p < 0.001$

Probing the moderating effect of relationship conflict on task conflict and process conflict.

Following the results of the regression analysis in the previous section, a series of regression tests revealed that both task conflict and process conflict have a significant negative impact on employee well-being when considered individually. These results could indicate the possibility of relationship conflict interfering with the other two types of conflict. In order to investigate the possibility of the moderating effect of relationship conflict on task conflict and process conflict, two sets of hierarchical multiple regressions were performed. This was achieved by first introducing the main effect of task conflict (process conflict), followed by the main effect of relationship conflict, and finally introducing the interaction term in the equation. Like other researchers (e.g. Medina,

Munduate et al. 2005, Guerra, Martínez et al. 2005), this analysis was carried out by following the advice by Aiken & West (1991). Hence, to prevent the problems of multicollinearity, the independent variables were mean centred by using the transform function on the SPSS to create new mean centred variables before including them in the regression.

Table 4.17 shows the results of the hierarchical regression coefficients with respect to task conflict, while Table 4.18 shows the model summaries. Task conflict in Model 1 explains 7.4% of the variance in employee well-being, $R^2 = 0.074$, $F(1, 213) = 17.124$, $p < 0.001$, and has a significant negative impact ($\beta = -0.249$, $t = -4.138$, $p < 0.001$). The inclusion of relationship conflict in Model 2 adds an additional 5.9% of variance in predicting employee well-being, $\Delta R^2 = 0.059$, $F(2, 212) = 16.356$, $p < 0.001$. The $R^2 = 0.134$ indicates that these two variables explain 13.4% of the variance in employee well-being. However, while relationship conflict has a significant negative impact ($\beta = -0.313$, $t = -3.808$, $p < 0.001$), task conflict loses its effect ($\beta = -0.073$, $t = -0.976$, $p = 0.330$). In model 3, the introduction of the interaction term in the regression, contributes a substantial proportion in predicting employee well-being, $\Delta R^2 = 0.039$, $F(3, 211) = 14.687$, $p < 0.001$, and has a significant negative impact on employee well-being ($\beta = -0.202$, $t = -3.157$, $p = 0.002$). Since the effect of the interaction term entered in the regression is significant, p-value (< 0.05), indicates that relationship conflict has a moderating effect on the relationship between task conflict and employee well-being such that the model now accounts for 17.3% of explained variance as indicated by $R^2 = 0.173$. A similar procedure was used to test the moderation effect of relationship conflict on process conflict, however, since the inclusion of the interaction term was not significant

at the 0.05 level, relationship conflict was considered to have no moderation effect on process conflict.

Table 4.17: Regression Results to Test the Moderating Effect of Relationship Conflict between Task Conflict and Employee Well-being

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.284	.045		73.133	<.001	3.195	3.372
Task Conflict	-.249	.060	-.273	-4.138	<.001	-.368	-.131
2 (Constant)	3.284	.044		75.415	<.001	3.198	3.370
Task Conflict	-.073	.075	-.080	-.976	.330	-.220	.074
Relationship Conflict	-.313	.082	-.311	-3.808	<.001	-.475	-.151
3 (Constant)	3.347	.047		70.991	<.001	3.254	3.440
Task Conflict	-.090	.073	-.099	-1.230	.220	-.235	.054
Relationship Conflict	-.243	.083	-.241	-2.909	.004	-.407	-.078
TC x RC	-.202	.064	-.206	-3.157	.002	-.329	-.076

n = 215

Dependent Variable: Employee Well-being

All independent variables are mean centred.

TC x RC = Interaction Term of mean centred variables Task Conflict and Relationship Conflict

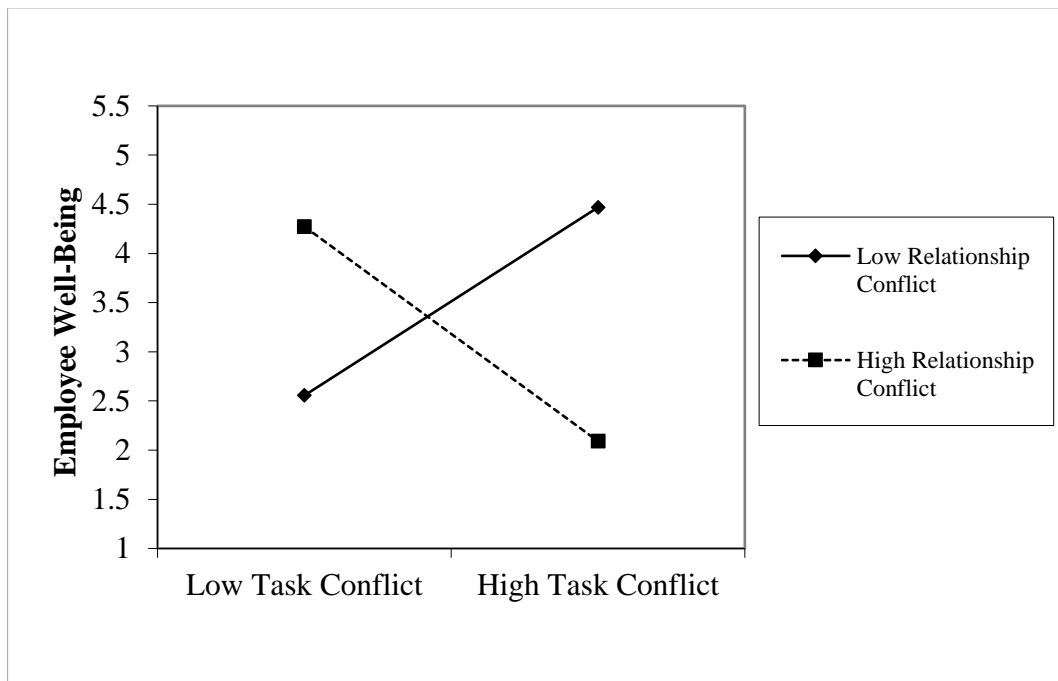
Table 4.18: Model Summaries for Regression Output in Table 4.17

	Model 1	Model 2	Model 3
Model Parameters			
R	0.273	0.366	0.416
R ²	0.074	0.134	0.173
F	17.124**	16.356**	14.687**
df	(1, 213)	(1, 212)	(1, 211)
ΔR ²	0.074	0.059	0.039
ΔF	17.124**	14.501**	9.966*
n=215; *p < 0.01; **p < 0.001			

To further probe into the moderator effect of relationship conflict on task conflict, simple slope analysis was carried out as advised by Aiken & West (1991). Hence, the variables

were further manipulated by creating two separate variables, one consisting of one standard deviation above the mean centred relationship conflict variable (RC_{Low}) and another variable one standard deviation below the mean (RC_{High}). From these variables other cross product terms were created with the mean centred task conflict before being included in the regression equations. The results indicated that when relationship conflict is high, task conflict showed a negative association with employee well-being ($\beta = -0.227$, $t = -2.586$, $p = 0.010$). However, in the case when relationship conflict is low, task conflict seems to be unrelated to employee well-being ($\beta = 0.047$, $t = 0.573$, $p = 0.576$). This interaction is shown in figure 4.7 which shows that employee well-being decreases when high task conflict is combined with high relationship conflict.

Figure 4.7: Interaction between task conflict and relationship conflict with employee well-being



(Dawson 2023): Graph plotted using Jeremy Dawson's free online Excel Template (2-way_linear_interactions.xls).

4.5 Discussion

This research project has investigated the relationship between workplace conflict and employee well-being within the Malta Public Service. The study identified relationship, task, and process conflict as three types of intragroup conflict and examined their association with employee well-being.

The Malta Public Service provides a rich and highly dynamic work environment with implications on workplace interactions that take place within a highly bureaucratic structure. Most of the research to date on the association between workplace conflict and employee well-being has been carried out in private organisations and early experimental settings. Hence, conflict research within public organisations remains quite limited and to the researcher's knowledge this relationship has never been examined in the Malta Public Service.

4.5.1 Key Findings

This research has revealed that more than half of employees reported that they are currently experienced stressful work conditions such as work overload and job-related stress, while two out of five experience communication misunderstandings. Despite these figures, more than half of employees think that their current workplace climate is encouraging and supportive. They also believe that there is a high degree of trust among their coworkers and that conflicts within their group are approached in a problem-solving way. Moreover, two out of three employees claim that they use a problem-solving approach when dealing with conflicts on a one-to-one basis.

4.5.2 Meeting Research Objective 1

The level of workplace conflict was measured through the Intragroup Conflict Scale and revealed that employees seem to experience below average levels of each type of conflict with the average level of reported conflict being classified between rarely and often. Hence, compared to the findings of the meta-analysis of De Wit & Greer et al. (2012), employees in the sample group seem to be experiencing lower levels of workplace conflict than other working groups in general. In line with previous research findings, the current study found that task conflict is the most experienced type of conflict. In contrast however, this study found that relationship conflict is the least type of conflict experienced (Tafvelin, Keisu et al. 2020, p. 54). In the case of employee well-being measured with the WHO-5 scale combined with the single health item, employees reported above average levels of well-being with employees reporting frequency of good feelings between sometimes and often. Similar results were obtained by Hamilton Skurak & Malinen et al. (2021) for this type of well-being scale.

4.5.3 Meeting Research Objective 2

In support of Hypothesis 1, this study found a statistically significant negative association between the three types of conflict (relationship, task, and process) and employee well-being. Although the correlations are rather weak, the results are consistent with previous research findings where relationship conflict had the strongest negative association with employee well-being (Kuriakose, S. et al. 2019a, Tafvelin, Keisu et al. 2020). This finding tends to confirm the greater negative impact that relationship conflict has on employee well-being compared to the other types of conflict. Also, in support of Hypotheses 2, significant positive correlations were confirmed between the three conflict types with the strongest association being between relationship and task conflict. The positive

correlations between the three types of conflict are in line with previous research findings albeit with some differences. A number of studies have confirmed the positive association between relationship and task conflict (Simons, Peterson 2000, De Dreu, Weingart 2003, De Dreu 2008, Avgar, Kyung Lee et al. 2014), while one study found that these two types of conflict are negatively correlated (Guerra, Martínez et al. 2005). Furthermore, other studies found that relationship conflict had a stronger correlation with task conflict than it had with process conflict (Tafvelin, Keisu et al. 2020), while others found that relationship conflict was more associated with process conflict than it was with task conflict (Jehn, Mannix 2001, p. 245).

4.5.4 Meeting Research Objective 3

In partial support of Hypothesis 3, the research findings provided a statistically significant difference between male and female employees in terms of the level of well-being. In this sample, males were found to experience slightly higher levels of well-being than females. However, no statistically significant differences were found between males and females in terms of the level of conflict experienced even though the data showed that males tend to report slightly higher levels of each type of conflict. Similar to previous research, this finding could mean that female employees tend to take workplace conflicts more personally than males to the extent that it has a more negative impact on their well-being (Tafvelin, Keisu et al. 2020). Another explanation could be due to women having to fulfil the dual roles of employees and family work which continues to deplete women's resources to deal with work related and life related stress in general.

Also, in partial support of Hypothesis 4, this study provided statistical evidence that the level of well-being reported by those who are currently not making use of any family

friendly measures is slightly higher than those who are currently making use of such measures. However, the results did not establish any significant difference between the two groups in terms of the level of conflict experienced. This finding has important implications and needs to be interpreted with some caution. Although participants were not asked to indicate the number of hours they spend working away from their office, the results still indicated a significant difference in the level of well-being between the two groups. One possible explanation for this difference could be that those working away from the office might be losing in the richness provided by social connections and social support that can be found in the workplace. Although working away from the office might have the benefit of avoiding conflictful interactions with colleagues, these do not seem to outweigh the costs of experiencing lower levels of well-being that may be the result of feeling isolated. There is also a possibility that this result helps to explain that those who work away from their office find it harder to achieve a healthy work-life balance since both domains are happening at the same place leaving a dent on their overall well-being.

When it came to differences between age groups, Hypothesis 5 was almost fully supported. This study provided statistical evidence that those aged over 55 years enjoy higher levels of well-being than those aged between 26 and 35 years, whereas no evidence was found of any difference between other age groups. Also, in the case of task and process conflict, those aged between 26 and 35 reported slightly higher levels of conflict compared to those aged over 55. Although, this difference was significant in the case of task and process conflict, no statistical difference was measured in the case of relationship conflict even though the pattern in experienced conflict between the two groups was similar. The results suggest that age is a differential factor in both measures of well-being and experienced conflict. This is also consistent with the general hypothesis that higher

levels of workplace conflict generally result in lower levels of well-being. Also, another interpretation could be that older employees are able to deal more effectively with experienced conflict at the workplace. They may have learnt this through their life's experiences or that such conflicts begin to lose some of their personal effects on their emotions as they age.

No support was found for Hypotheses 6 and 7. This study did not find any statistical difference between present salary scale and job tenure in terms of experienced well-being and the three types of conflict.

4.5.5 Meeting Research Objective 4

In full support of Hypotheses 8a and 8b, this study found significant associations between present salary scale, job tenure and psychological detachment during off-work time. The test results provided evidence that public officers in more senior management roles (salary scales 5 to 2) such as assistant directors, directors, director generals, and permanent secretaries, seem to remain psychologically engaged with work during off-work time. This result needs to be taken in the context of the higher responsibilities that come with these senior management roles in the Malta Public Service which may sometimes necessitate working after hours and taking one's work at home. On one hand, taking work at home may be at times beneficial since it allows the individual to mentally prepare for the next day. On the other hand, mentally disengaging from work during off-work time helps individuals in their management of workplace stressors such as workplace conflict and curb the negative impact this may have on their well-being (Sonnentag, Unger et al. 2013). This result should also be interpreted in the context that more than half of the employees reported experiences of work overload and job-related

stress. Therefore, this adds to the job demands of individuals who apart from experiencing these negative job-related factors, also need to deal with any conflicts that arise at their workplace which continues to deplete one's resources and the ability to cope with stress (Bakker, Demerouti 2007, 2016).

This research also found a strong association between job tenure and psychological detachment during off-work time. The test results provided evidence that those with higher job tenures between 5 and 20 years and those with over 20 years working in the Public Service, find it harder to disengage from work during off-work time. These results are rather surprising since one would expect that as individuals gain years of experience on their job, they would eventually adjust to their work routine such that the mental processing about what happened at work becomes unnecessary while one is at home. One explanation for this finding could be that officers with higher job tenures occupy more senior management roles or positions with high responsibilities which prevents them from adapting to a routine. Another explanation could be that officers who have been in their jobs for some years become natural designated focal points in view of their experience and knowledge of government procedures particularly if they have been in the same department for many years. While this may be a positive attribute for the department, the individual may become mentally overburdened with requests to attend to other employees' queries which depletes their resources and reduces their capabilities that help them mentally switch-off while not at work.

4.5.6 Meeting Research Objective 5

The multiple regression analysis showed that relationship conflict had the greatest negative impact on employee well-being (Kuriakose, S. et al. 2019a), which was followed by task conflict and process conflict. However, only relationship conflict was found to have any statistically significant effect, hence Hypotheses 9 was only partially supported. This result reveals the dynamic behaviour of workplace conflicts since in some workplace settings it was found that task conflict had the greatest negative impact on employee well-being compared to relationship conflict (Sonnetag, Unger et al. 2013). In contrast, other research suggests that process conflict had a more negative impact on well-being than task conflict (Kuriakose, S. et al. 2019a).

Further regression analysis revealed that relationship conflict moderates the relationship between task conflict and employee well-being (Guerra, Martínez et al. 2005, Medina, Munduate et al. 2005), but not process conflict. The slope analysis showed that the moderation effect was negatively significant when both task conflict and relationship conflict were high. However, moderation was not confirmed when both types of conflicts were low. These results contribute to the general understanding that conflicts have a detrimental effect on employee well-being once conflicts exceed a certain level of threshold. It also explains that one type of conflict can interfere with other types of conflicts such as when task conflicts trigger relationship conflicts within the group.

CHAPTER 5 - RECOMMENDATIONS, LIMITATIONS, AND FUTURE RESEARCH

Workplace environments have become more diverse, and managers must face various types of disputes between employees ranging from conflicts that are work or task related and other conflicts which are more of a personal nature (Kuriakose, S. et al. 2019a). The Malta Public Service provides employment to thousands of employees who provide a valuable service to the citizens of the Maltese islands. Safeguarding the well-being of all its employees is one of its priorities and this study has explored how workplace conflicts can undermine employee well-being. In view of these detrimental effects that workplace conflicts have on employee well-being, and considering the benefits that a healthy workforce has on organisational outcomes, managers should take the necessary steps to reduce these negative work events and deal with conflicts that may arise (Kuriakose, Jose 2020). Similar to any other large organisation, the Malta Public Service depends on the effective functioning of groups and teams to achieve its goals and relationships can be disrupted when workplace conflicts occur (Shaukat, Yousaf et al. 2017).

5.1 Recommendations for Management

Building on the insights derived from the research findings and other contextual data obtained during this study, several recommendations for the effective management of workplace conflicts can be put forward that help to create a supportive work environment which is conducive to employee well-being. These recommendations can also form the basis for further investigations that may lead to the formulation of policies and practices with the primary objective to enhance the well-being of employees.

This study found that relationship, task, and process conflicts are three distinct types of workplace conflicts and are negatively associated with employee well-being. Managers and supervisors need to be trained to distinguish between the different types of workplace conflicts to understand their sources and their effects on interpersonal relationships and individual well-being. This will enable managers to intervene and find effective solutions that enhance interpersonal relationships before conflicts can escalate with devastating consequences.

Managers must also understand the dynamics and the interplay between the types of conflicts. As it emerged from this study, relationship conflict has the most negative impact on employee well-being compared to task and process conflict. Moreover, according to the research findings, it was concluded that high relationship conflict can exasperate the negative effects of task conflict on employee well-being when task conflict is also high. Managers should therefore heed this evidence which emphasises that the presence of personal clashes (relationship conflicts) at work can amplify the conflict situation with devastating consequences on individuals and the operations of a department. Managers must seek to foster good working relationships based on mutual respect, trust, and a good work ethic.

Training and awareness sessions should also be targeted to employees so they can also distinguish between the different types of conflicts and their sources. Employees can be trained to use appraisal techniques by considering the various sources of workplace conflicts and to put these into their proper perspective and understand their emotional reactions to different conflict situations. Management should also note that the majority of employees participating in this study indicated that they are experiencing work

overload and job-related stress. Since both job-related stress and feelings of being overburdened with tasks can have a detrimental effect on an individual's well-being while at the same time lead to more conflictful interactions, it would be advisable that these are addressed. Managers and supervisors should carefully monitor work and job assignments and collaborate with employees to organise their work and divide their tasks into smaller manageable chunks in order to avoid being overwhelmed.

Managers and supervisors should take note that almost two thirds of employees participating in this study indicated that they are likely to approach conflicts through a problem-solving management style. Hence, this conflict management style should be encouraged since employees will have the opportunity to deal with conflicts directly and preventing any unnecessary escalation of conflict. When conflicts are resolved in this way, employees may feel more empowered and have a sense of control over their environment. This allows for sustained long term relationships and prevents the occurrence of future conflicts since employees learn how to create a common understanding.

The study also showed that employees value a workplace environment where they feel encouraged, supported and have trusting relationships. Managers and supervisors must therefore seek to create a healthy workplace environment where employees can feel encouraged and supported while fostering relationships base on trust. This can be achieved by building strong personal relationships with employees through regular meetings in a two-way communication approach. In this way employees can be kept updated with the workings of their department while any issues of concern can be voiced by employees.

Particular attention should be given to employees who are making use of family friendly measures since this study suggests that this cohort enjoys a lower level of well-being than those who work only from the office. Managers should therefore seek to reduce the psychological distance of this type of work arrangement. This can be achieved by ensuring to include and encourage these employees to join office meetings online through videoconferencing facilities. Although employees who work remotely tend to be more productive since they might have less distractions, they can sometimes find it more difficult to strike a healthy work-life balance. Managers must therefore make every effort to reach out to these employees by keeping regular contact particularly when they are working away from the office.

The study also showed that employees aged between 26 and 35 years have a lower level of well-being and reported higher incidences of workplace conflicts compared to those aged 55 years and over. While managers and supervisors can be reminded to be more considerate to the younger cohort, it would be advisable to periodically assign the more senior employees to assist the younger employees to help them out and offer their support in both work related and personal related matters. This will benefit the department since employees feel supported while creating the right impression that managers and colleagues are supportive and that their work is being recognised. This is probably one of the most effective ways for mitigating the harmful effects of workplace conflicts and to help the department to ensure the well-being of its employees (Kuriakose, S. et al. 2019a).

Another important finding in this study was the strong evidence indicating that employees in senior management roles and those with longer job tenures seem to remain psychologically engaged with their work even during off-work time. Although this might

have benefits as well as drawbacks as already explained in the discussion, management and supervisors should encourage these employees and remind them of the benefits of mentally switching-off from work during off work time and being able to wind down after a day's work. In the long term, this will safeguard their well-being and may help them from burning out.

Finally, the Government of Malta already reaches out to its employees through the initiatives of its Employee Support Programme Unit which regularly publishes its newsletter to create awareness on the importance of well-being and mental health. Management may thus consider introducing the topic of workplace conflict in this published periodical and other media channels such as short video clips in order to establish an information platform and create awareness on this workplace dynamic. This could also create a learning avenue that enables employees to understand how some workplace conflict can be used to increase performance and decision making while at the same time recognising when interpersonal conflicts become too much and need to be addressed through various conflict management styles.

5.2 Limitations of the Study and Future Research

This research project has brought forward some interesting and practical insights to the workplace conflict and employee well-being relationship, however, it does not come without some limitations. The first limitation is related to the cross-sectional nature of the study which poses restrictions on the validity of the causal conclusions of the research findings. Although the predictions between workplace conflict and employee well-being are in line with previous research findings (Kuriakose, Jose 2020), one cannot ascertain whether workplace conflict reduces employee well-being or whether it is poor employee

well-being that induces more conflict at the workplace. The second limitation of the study is related to the sample selection. The purposive nature of the sampling method chosen for this study lacks the necessary random qualities which poses limits on the generalisability of the research findings. Future research may consider replicating the study on a random sample from a defined population that will enable to generate more generalisable results. Thirdly, the data was collected from a single source internet-based self-administered questionnaire which can suffer from social desirability bias and common method bias. Although the researcher was aware of common method bias problems and tried to mitigate its effects, future research may consider collecting data from multiple sources to ensure a wider coverage of data. Also, other research methods such as qualitative research designs and longitudinal studies may be considered to capture the complexities of human behaviour in the long term.

Lastly, due to the limitations of time and available resources, this study has only skimmed the surface of the vastness and richness of the research topic. In the future, one may consider exploring this subject by introducing other variables and investigating the potential effects of moderating and mediating factors that help explain the conflict well-being relationship. Finally, the lack of research material and studies available in public sector organisations and particularly in the local scenario has posed limitations when comparing the research findings of this study. Hopefully, this research project can be used to inspire wider research interest to conduct future studies on the workplace conflict and well-being relationship within various local organisations.

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APPENDIX I: SAMPLE QUESTIONNAIRE WITH RELEVANT CODING

An Evaluation of the Nature of Workplace Conflict and how it Affects the Well-being of Employees within the Malta Public Service

Q		Coding
	Section A: General Information	
1	What is your age group?	
	18-25	1
	26-35	2
	36-45	3
	46-55	4
	55 and over	5
2	What is your gender?	
	Male	0
	Female	1
	Other	2
3	How long have you been working in the Public Sector?	
	Less than 2 years	1
	2 - 5 years	2
	5 - 10 years	3
	10 - 20 years	4
	More than 20 years	5
4	What is your present salary scale?	
	16 - 14	1
	13 - 11	2
	10 - 6	3
	5 - 2	4
5	Are you currently making use of family-friendly measures such as remote working, teleworking, or reduced hours?	
	Yes	1
	No	0

Section B - Workplace Conflict

Carefully read each question about conflicts and disagreements at your workplace by thinking specifically about the people you work closely with and mark your response on the scale provided.

Part 1:

These questions relate to workplace conflicts and disagreements on how a particular task, or a job should be done.

6	TC01	How often is there <i>conflict of ideas</i> among the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
7	TC02	How frequently are there disagreements among the people you work with about the task being done?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
8	TC03	How often do people you work with have <i>conflicting opinions</i> about the work being done?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

Part 2:

The next questions are about disagreements and personal clashes at your workplace (conflicts that are at a personal level).

9	RC01	How often is there relationship tension between you and the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
10	RC02	How often do people you work with get angry while at work?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

11	RC03	How often are there <i>emotional conflicts</i> between you and the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

Part 3

These questions are related to workplace disagreements about how tasks or duties are delegated.

12	PC01	How often are there disagreements about <i>who should do what</i> among the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

13	PC02	How often is there conflict about <i>task responsibilities</i> among the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

14	PC03	How often is there disagreement about <i>how resources are allocated</i> among the people you work with?	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

Section C - WORKPLACE DYNAMICS

15		Which of these do you personally experience the most in your current job? (Please select all that apply)	
		Competing over scarce resources	
		Work overload	
		Unfair criticism	
		Lack of job control	

Communication misunderstandings
 Job related stress
 None of the above
 Other

Please indicate your level of agreement with these statements thinking about your workplace.

- 16 **"When conflict arises at my workplace, management and employees examine issues until we find a solution that satisfies everyone".**
- | | |
|-------------------|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |
- 17 **"The social climate at my workplace is encouraging and supportive".**
- | | |
|-------------------|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |
- 18 **"There is a high degree of trust among the people I work with".**
- | | |
|-------------------|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

Section D - Conflict Management Styles



Please answer the following questions regarding conflict management styles.

- 19 **Which of these statements best describes your direct superior's reaction when there are conflicts between two or more employees under his or her supervision?**
- | | |
|---|---|
| My direct superior searches for the underlying issues between the parties and seeks an amicable solution. | 1 |
| My direct superior imposes a solution on the disputants that he or she prefers to end the dispute. | 2 |
| My direct superior chooses not to get involved in the conflicts. | 3 |

		Other	4
20		Which of these best describes your personal approach to solve conflicts between you and other employees?	
		I examine issues and ideas until I find a solution that really satisfies me and the other party.	1
		I discuss the issues but tend to lower my expectations and adapt to the other parties' goals and interests.	2
		I tend to avoid discussions and I downplay the importance of the conflict issues to avoid confrontation with the other party.	3
		I push my own point of view and will do everything to win.	4
		Other	5
21		Please read this statement thinking about yourself and answer on the scale provided: "During off-work hours, I don't think about work at all".	
		Strongly Agree	5
		Agree	4
		Neutral	3
		Disagree	2
		Strongly Disagree	1
		Section E - Employee Well-being	
		Please read each question about your well-being and provide your answer on the rating scale provided.	
22	H01	How would you rate your health at the present time?	
		Excellent	5
		Very Good	4
		Good	3
		Fair	2
		Poor	1
		Kindly indicate how often have you experienced these feelings over the past two weeks.	
23	WB01	"I feel cheerful and in good spirits".	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1

24	WB02	"I feel calm and relaxed".	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
25	WB03	"I feel active and vigorous".	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
26	WB04	"I wake up feeling fresh and rested".	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
27	WB05	"My daily life is filled with things that interest me".	
		Always	5
		Often	4
		Sometimes	3
		Rarely	2
		Never	1
28		If you have any comments or remarks concerning this study, please type them in the box below.	

APPENDIX II: EMAIL NOTIFICATION (APPROVAL OF RESEARCH ETHICS FORM)

The status of your REDP form (FEMA-2024-00290) has been updated to Endorsed by supervisor Inbox x  



form.urec@um.edu.mt
to me ▾

Mon, 1 Jul, 12:42   

Dear John Pace,

Please note that the status of your REDP form (FEMA-2024-00290) has been set to *Endorsed by supervisor*.

This status change was accompanied by the following explanation/justification: *yes all good*

Your form has now been received by F/REC. As you flagged no issues in your self-assessment and submitted for records, you may proceed with your research (your form will be retained for audit purposes but it will not be reviewed by the F/REC).

You can keep track of your applications by visiting: <https://www.um.edu.mt/research/ethics/redp-form/frontEnd/>.

****This email has been automatically generated by URECA. Please do not reply. If you wish to communicate with your F/REC please use the respective email address.****

APPENDIX III: APPROVAL FROM THE OFFICE OF THE PRIME MINISTER TO CARRY OUT RESEARCH IN THE MALTA PUBLIC SERVICE

8/15/24, 11:58 AM

University of Malta Mail - Research in the Malta Public Service



John Pace <john.pace.07@um.edu.mt>

Research in the Malta Public Service

John Pace <john.pace.07@um.edu.mt>

2 July 2024 at 19:19

To: Data Protection at OPM <dataprotection-psd,opm@gov.mt>

Cc: saviour,c,vassallo@gov.mt, Joe Schembri <joe.schembri@um.edu.mt>

Dear Mr Vassallo,

Reference is being made to my query with regards to carrying out research within the Malta Public Service as part of my dissertation under the supervision of Dr Joe Schembri (who reads in copy). This dissertation is required in partial fulfilment to complete my Executive MBA programme which I am following at the University of Malta.

In this connection, kindly find attached the necessary information including my personal details, sample questionnaire, and UOM Ethics Committee clearance. Please note that the attachment with my personal details and brief description of the project also includes the active link to the online questionnaire should you wish to check it out.

Should you require any further information please do not hesitate to contact me.

Referred for your consideration and instruction.

Kind regards,

John Pace

[Quoted text hidden]

3 attachments



Personal Details (John Pace).docx

16K



Sample Questionnaire MBA Dissertation (John Pace).pdf

1110K



UOM Ethics Committee Clearance - URECA Notification.pdf

168K



John Pace <john.pace.07@um.edu.mt>

Research in the Malta Public Service

Data Protection at OPM <dataprotection-psd.opm@gov.mt>
To: John Pace <john.pace.07@um.edu.mt>

10 July 2024 at 08:04

MR Pace

Your research has been approved. An e-mail will be transmitted from this office to all Directors of Corporate Services who will in turn disseminate the online questionnaire hereunder to employees under their remit.

<https://forms.gle/vyjDq9Y3XhzixbvdA>

This approval is subject to the following special conditions:

1. The personal data accessed or given is only used for that specific purpose to conduct the research and for no other purpose;
2. At the end of this research, all personal data should be destroyed;
3. All references to personal data should be omitted unless consent is specifically obtained from the person identified in the research report;
4. Participation by public officers in the research being conducted should be at their discretion, and they can refuse any participation whatsoever if they so wish;
5. The People & Standards Division are to be provided with a copy of your research report;

I wish you every success in your studies.

Thanks and regards,

Saviour Vassallo

Manager II
Research and Personnel Systems Directorate
People & Standards Division

t +356 22001344 e saviour.c.vassallo@gov.mt
www.opm.gov.mt | www.publicservice.gov.mt | fb.com/servizzpubbliku

Kindly consider your environmental responsibility before printing this e-mail



OFFICE OF THE PRIME MINISTER

3, PIAZZA KASTILJA, VALLETTA, MALTA

From: John Pace <john.pace_07@um.edu.mt>
Sent: Tuesday, July 2, 2024 7:20 PM
To: Data Protection at OPM <dataprotection-psd,opm@gov.mt>
Cc: Vassallo Saviour C at OPM <saviour.c.vassallo@gov.mt>; Joe Schembri <joe.schembri@um.edu.mt>

[Quoted text hidden]

[Quoted text hidden]

2 attachments



image001.jpg
24K



image003.jpg
3K

APPENDIX IV: COVERING LETTER INCLUDED IN ONLINE QUESTIONNAIRE

Dear Participant,

I am a student at the University of Malta currently reading for the Executive Master in Business Administration. I am conducting this survey as part of my dissertation titled '**An Evaluation of the Nature of Workplace Conflict and how it Affects the Well-being of Employees within the Malta Public Service**' under the supervision of Dr Joe Schembri. The aim of this study is to evaluate the level of conflicts at the workplace and analyse their impact on the general well-being of employees.

Should you choose to participate, you will be asked to complete this 8-minute questionnaire. Your identity will remain anonymous since no form of personal identification will be requested during the survey. Any data collected from this survey will be solely used for the purposes of this research and solely shared with my supervisor. Your participation does not entail any risks or any moral harm.

All data will be destroyed upon the successful completion of the study.

Participation in this study is entirely voluntary. You are free to accept or refuse or withdraw from the study at any time, without needing to provide any explanation and without any negative repercussions for you.

Thank you for your time and consideration. Should you have any questions or concerns, please do not hesitate to contact me by e-mail: john.pace.07@um.edu.mt; you can also contact my supervisor Dr Joe Schembri via email: joe.schembri@um.edu.mt.

Informed Consent: By filling-in and consequently submitting this questionnaire you give your consent to participation as per information provided above.

APPENDIX V: SPSS OUTPUTS PRINCIPAL COMPONENT ANALYSIS WITH OBLIQUE ROTATION (SET TO EXTRACT 3 FACTORS) FOR THE INTRAGROUP CONFLICT SCALE (JEHN, MANNIX 2001).

		Correlation Matrix								
		TC01	TC02	TC03	RC01	RC02	RC03	PC01	PC02	PC03
Correlation	TC01	1.000	.671	.674	.522	.450	.471	.478	.495	.426
	TC02	.671	1.000	.713	.517	.426	.448	.469	.493	.464
	TC03	.674	.713	1.000	.480	.450	.381	.512	.547	.495
	RC01	.522	.517	.480	1.000	.474	.666	.483	.428	.342
	RC02	.450	.426	.450	.474	1.000	.481	.488	.464	.359
	RC03	.471	.448	.381	.666	.481	1.000	.465	.429	.356
	PC01	.478	.469	.512	.483	.488	.465	1.000	.823	.639
	PC02	.495	.493	.547	.428	.464	.429	.823	1.000	.714
	PC03	.426	.464	.495	.342	.359	.356	.639	.714	1.000
Sig. (1-tailed)	TC01		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	TC02	.000		.000	.000	.000	.000	.000	.000	.000
	TC03	.000	.000		.000	.000	.000	.000	.000	.000
	RC01	.000	.000	.000		.000	.000	.000	.000	.000
	RC02	.000	.000	.000	.000		.000	.000	.000	.000
	RC03	.000	.000	.000	.000	.000		.000	.000	.000
	PC01	.000	.000	.000	.000	.000	.000		.000	.000
	PC02	.000	.000	.000	.000	.000	.000	.000		.000
	PC03	.000	.000	.000	.000	.000	.000	.000	.000	

a. Determinant = .005

KMO and Bartlett's Test

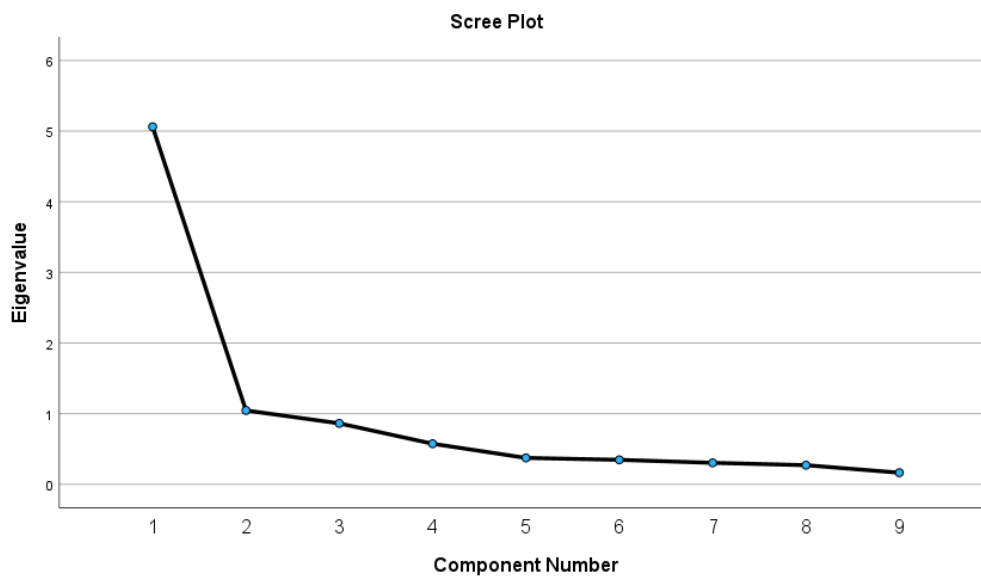
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.882	
Bartlett's Test of Sphericity	Approx. Chi-Square	1133.151
	df	36
	Sig.	<.001

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	5.061	56.232	56.232	5.061	56.232	56.232	3.499
2	1.045	11.615	67.847	1.045	11.615	67.847	3.828
3	.862	9.581	77.428	.862	9.581	77.428	3.975
4	.574	6.378	83.806				
5	.373	4.148	87.954				
6	.346	3.846	91.800				
7	.304	3.373	95.173				
8	.271	3.006	98.179				
9	.164	1.821	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Pattern Matrix

	Component		
	1	2	3
TC01: How often is there conflict of ideas among the people you work with?	.124	.038	-.822
TC02: How frequently are there disagreements among the people you work with about the task being done?	.034	.018	-.888
TC03: How often do people you work with have conflicting opinions about the work being done?	-.083	-.113	-.880
RC01: How often is there relationship tension between you and the people you work with?	.805	.070	-.171
RC02: How often do people you work with get angry while at work?	.600	-.193	-.045
RC03: How often are there emotional conflicts between you and the people you work with?	.914	-.018	.055
PC01: How often are there disagreements about who should do what among the people you work with?	.193	-.840	.060
PC02: How often is there conflict about task responsibilities among the people you work with?	.047	-.897	-.027
PC03: How often is there disagreement about how resources are allocated among the people you work with?	-.120	-.872	-.095

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Rotation converged in 8 iterations.

Component Correlation Matrix

Component	1	2	3
1	1.000	-.474	-.547
2	-.474	1.000	.561
3	-.547	.561	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

APPENDIX VI: SPSS OUTPUTS RELIABILITY STATISTICS FOR THE WORKPLACE CONFLICT AND WELL-BEING SCALES

Cronbach's Alpha: Employee Well-being Scale

Correlations

			WHO-5 Well-being scale	Single Health Item
Spearman's rho	WHO-5 Well-being scale	Correlation Coefficient	1.000	.643**
		Sig. (2-tailed)	.	<.001
		N	215	215
	Single Health Item	Correlation Coefficient	.643**	1.000
		Sig. (2-tailed)	<.001	.
		N	215	215

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.874	6

Item Statistics

	Mean	Std. Deviation	N
I feel cheerful and in good spirits.	3.47	.784	215
I feel calm and relaxed.	3.19	.839	215
I feel active and vigorous.	3.29	.865	215
I wake up feeling fresh and rested.	3.17	.971	215
My daily life is filled with things that interest me.	3.54	.916	215
How would you rate your health at the present time?	3.06	.857	215

Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I feel cheerful and in good spirits.	16.24	12.023	.762	.592	.837
I feel calm and relaxed.	16.52	11.924	.717	.539	.843
I feel active and vigorous.	16.41	11.720	.728	.551	.841
I wake up feeling fresh and rested.	16.53	11.456	.666	.489	.853
My daily life is filled with things that interest me.	16.16	11.735	.671	.474	.851
How would you rate your health at the present time?	16.65	12.846	.520	.330	.876

Cronbach's Alpha: Relationship conflict scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.779	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.381	2.181	2.637	.456	1.209	.054	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How often is there relationship tension between you and the people you work with?	4.82	1.990	.660	.474	.649
How often do people you work with get angry while at work?	4.51	2.158	.523	.274	.800
How often are there emotional conflicts between you and the people you work with?	4.96	1.989	.666	.479	.643

Cronbach's Alpha: Task Conflict scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.868	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How often is there conflict of ideas among the people you work with?	5.44	2.509	.727	.528	.832
How frequently are there disagreements among the people you work with about the task being done?	5.64	2.307	.757	.575	.805
How often do people you work with have conflicting opinions about the work being done?	5.52	2.325	.759	.578	.802

Cronbach's Alpha: Process Conflict scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.888	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How often are there disagreements about who should do what among the people you work with?	4.87	3.229	.792	.682	.832
How often is there conflict about task responsibilities among the people you work with?	4.85	3.146	.851	.737	.779
How often is there disagreement about how resources are allocated among the people you work with?	4.88	3.696	.709	.518	.903

APPENDIX VII: SPSS OUTPUTS FOR SPEARMAN'S RHO RANK CORRELATION COEFFICIENT

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	.133	215	<.001	.961	215	<.001

a. Lilliefors Significance Correction

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	.154	215	<.001	.964	215	<.001

a. Lilliefors Significance Correction

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	.189	215	<.001	.944	215	<.001

a. Lilliefors Significance Correction

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	.094	215	<.001	.972	215	<.001

a. Lilliefors Significance Correction

Correlations

			Employee Well-being	Relationship Conflict	Task Conflict	Process Conflict
Spearman's rho	Employee Well-being	Correlation Coefficient	--			
		Sig. (2-tailed)	.			
		N	215			
	Relationship Conflict	Correlation Coefficient	-.271**	--		
		Sig. (2-tailed)	<.001	.		
		N	215	215		
	Task Conflict	Correlation Coefficient	-.243**	.585**	--	
		Sig. (2-tailed)	<.001	<.001	.	
		N	215	215	215	
	Process Conflict	Correlation Coefficient	-.216**	.564**	.580**	--
		Sig. (2-tailed)	.001	<.001	<.001	.
		N	215	215	215	215

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX VIII: SPSS OUTPUT FOR RELATIONSHIP, TASK, PROCESS CONFLICT, AND WELL-BEING VS GENDER

Tests of Normality							
		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	Male	.110	99	.005	.947	99	<.001
	Female	.094	116	.013	.980	116	.075

a. Lilliefors Significance Correction

Tests of Normality							
		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	Male	.148	99	<.001	.967	99	.013
	Female	.224	116	<.001	.913	116	<.001

a. Lilliefors Significance Correction

Tests of Normality							
		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	Male	.168	99	<.001	.955	99	.002
	Female	.144	116	<.001	.965	116	.004

a. Lilliefors Significance Correction

Tests of Normality							
		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	Male	.128	99	<.001	.963	99	.007
	Female	.134	116	<.001	.947	116	<.001

a. Lilliefors Significance Correction

Mann Whitney U: Employee Well-being vs Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee Well-being	Male	99	3.3620	.72259	.07262
	Female	116	3.2170	.64239	.05964

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Employee Well-being	Male	99	117.19	11602.00
	Female	116	100.16	11618.00
	Total	215		

Test Statistics	
Employee Well-being	
Mann-Whitney U	4832.000
Wilcoxon W	11618.000
Z	-2.008
Asymp. Sig. (2-tailed)	.045

Grouping Variable: Gender

Mann Whitney U: Relationship Conflict vs Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Relationship Conflict	Male	99	2.3872	.68463	.06881
	Female	116	2.3764	.67606	.06277

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Relationship Conflict	Male	99	109.05	10796.00
	Female	116	107.10	12424.00
	Total	215		

Test Statistics	
Relationship Conflict	
Mann-Whitney U	5638.000
Wilcoxon W	12424.000
Z	-.233
Asymp. Sig. (2-tailed)	.816

Grouping Variable: Gender

Mann Whitney U: Task Conflict vs Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Task Conflict	Male	99	2.8586	.70965	.07132
	Female	116	2.6868	.77183	.07166

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Task Conflict	Male	99	114.78	11363.00
	Female	116	102.22	11857.00
	Total	215		

Test Statistics

Task Conflict	
Mann-Whitney U	5071.000
Wilcoxon W	11857.000
Z	-1.496
Asymp. Sig. (2-tailed)	.135

Grouping Variable: Gender

Mann Whitney U: Process Conflict vs Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Process Conflict	Male	99	2.5387	.95203	.09568
	Female	116	2.3420	.82995	.07706

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Process Conflict	Male	99	113.86	11272.00
	Female	116	103.00	11948.00
	Total	215		

Test Statistics

Process Conflict	
Mann-Whitney U	5162.000
Wilcoxon W	11948.000
Z	-1.289
Asymp. Sig. (2-tailed)	.197

Grouping Variable: Gender

APPENDIX IX: SPSS OUTPUTS FOR RELATIONSHIP, TASK, PROCESS CONFLICT AND WELL-BEING VS USE OF FAMILY MEASURES

Tests of Normality							
Use of Family Friendly Measures (Telework, Remote Work etc)		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	No	.113	74	.019	.950	74	.005
	Yes	.084	141	.016	.976	141	.014

a. Lilliefors Significance Correction

Tests of Normality							
Use of Family Friendly Measures (Telework, Remote Work etc)		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	No	.196	74	<.001	.897	74	<.001
	Yes	.185	141	<.001	.952	141	<.001

a. Lilliefors Significance Correction

Tests of Normality							
Use of Family Friendly Measures (Telework, Remote Work etc)		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	No	.157	74	<.001	.953	74	.008
	Yes	.156	141	<.001	.961	141	<.001

a. Lilliefors Significance Correction

Tests of Normality							
Use of Family Friendly Measures (Telework, Remote Work etc)		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	No	.161	74	<.001	.962	74	.027
	Yes	.117	141	<.001	.959	141	<.001

a. Lilliefors Significance Correction

Mann-Whitney U: Well-being vs use of Family Friendly Measures

Group Statistics

	Use of Family Friendly Measures (Telework, Remote Work etc)	N	Mean	Std.	Std. Error
				Deviation	Mean
Employee Well-being	No	74	3.4820	.65896	.07660
	Yes	141	3.1797	.67409	.05677

U = 3798.5, p = 0.001

Ranks

	Use of Family Friendly Measures (Telework, Remote Work etc)	N	Mean Rank	Sum of Ranks
Employee Well-being	No	74	127.17	9410.50
	Yes	141	97.94	13809.50
	Total	215		

Test Statistics

Employee Well-being	
Mann-Whitney U	3798.500
Wilcoxon W	13809.500
Z	-3.283
Asymp. Sig. (2-tailed)	.001

Grouping Variable: Use of Family Friendly Measures (Telework, Remote Work etc)

Mann-Whitney U: Relationship Conflict vs use of Family Friendly Measures

Group Statistics

	Use of Family Friendly Measures (Telework, Remote Work etc)	N	Mean	Std. Deviation	Std. Error
					Mean
Relationship Conflict	No	74	2.3919	.68991	.08020
	Yes	141	2.3759	.67477	.05683

Ranks

	Use of Family Friendly Measures (Telework, Remote Work etc)	N	Mean Rank	Sum of Ranks
Relationship Conflict	No	74	105.19	7784.00
	Yes	141	109.48	15436.00
	Total	215		

Test Statistics

Relationship Conflict	
Mann-Whitney U	5009.000
Wilcoxon W	7784.000
Z	-.489
Asymp. Sig. (2-tailed)	.625

Grouping Variable: Use of Family Friendly Measures
(Telework, Remote Work etc)

Mann-Whitney U: Task Conflict vs use of Family Friendly Measures

Group Statistics

Use of Family Friendly Measures (Telework, Remote Work etc)		N	Mean	Std. Deviation	Std. Error Mean
Task Conflict	No	74	2.7883	.77553	.09015
	Yes	141	2.7541	.73425	.06183

Ranks

Use of Family Friendly Measures (Telework, Remote Work etc)		N	Mean Rank	Sum of Ranks
Task Conflict	No	74	107.55	7958.50
	Yes	141	108.24	15261.50
	Total	215		

Test Statistics

Task Conflict	
Mann-Whitney U	5183.500
Wilcoxon W	7958.500
Z	-.078
Asymp. Sig. (2-tailed)	.938

Grouping Variable: Use of Family Friendly Measures (Telework, Remote Work etc)

Mann-Whitney U: Process Conflict vs use of Family Friendly Measures

Group Statistics

Use of Family Friendly Measures (Telework, Remote Work etc)		N	Mean	Std. Deviation	Std. Error Mean
Process Conflict	No	74	2.5180	.91352	.10620
	Yes	141	2.3877	.87978	.07409

U = 4857.5, p = 0.402

		Ranks		
Use of Family Friendly Measures (Telework, Remote Work etc)		N	Mean Rank	Sum of Ranks
Process Conflict	No	74	112.86	8351.50
	Yes	141	105.45	14868.50
	Total	215		

Test Statistics

Process Conflict	
Mann-Whitney U	4857.500
Wilcoxon W	14868.500
Z	-.838
Asymp. Sig. (2-tailed)	.402

Grouping Variable: Use of Family Friendly Measures (Telework, Remote Work etc)

APPENDIX X: SPSS OUTPUT FOR RELATIONSHIP, TASK, PROCESS CONFLICT, AND WELL-BEING VS AGE GROUP

Tests of Normality

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	18 - 25	.167	12	.200*	.960	12	.779
	26 - 35	.163	36	.016	.951	36	.112
	36 - 45	.108	46	.200*	.936	46	.014
	46 - 55	.110	80	.018	.970	80	.057
	Over 55	.126	41	.099	.966	41	.255

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of Normality

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	18 - 25	.205	12	.174	.909	12	.208
	26 - 35	.191	36	.002	.950	36	.105
	36 - 45	.192	46	<.001	.932	46	.010
	46 - 55	.152	80	<.001	.954	80	.006
	Over 55	.115	41	.191	.974	41	.460

a. Lilliefors Significance Correction

Tests of Normality

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	18 - 25	.250	12	.037	.902	12	.170
	26 - 35	.161	36	.019	.927	36	.020
	36 - 45	.225	46	<.001	.917	46	.003
	46 - 55	.201	80	<.001	.925	80	<.001
	Over 55	.194	41	<.001	.941	41	.033

a. Lilliefors Significance Correction

Tests of Normality

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	18 - 25	.186	12	.200*	.881	12	.091
	26 - 35	.122	36	.198	.953	36	.131
	36 - 45	.163	46	.004	.934	46	.012
	46 - 55	.107	80	.025	.953	80	.005
	Over 55	.265	41	<.001	.915	41	.005

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

One-way ANOVA: Employee well-being vs Age group

Descriptives

Employee Well-being

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 - 25	12	3.1667	.44947	.12975	2.8811	3.4522	2.33	3.83
26 - 35	36	3.1296	.71282	.11880	2.8884	3.3708	1.17	4.33
36 - 45	46	3.2246	.70904	.10454	3.0141	3.4352	1.67	4.17
46 - 55	80	3.2500	.69507	.07771	3.0953	3.4047	1.50	4.83
Over 55	41	3.5854	.59058	.09223	3.3990	3.7718	2.17	4.67
Total	215	3.2837	.68273	.04656	3.1919	3.3755	1.17	4.83

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Employee Well-being	Based on Mean	1.282	4	210	.278
	Based on Median	1.018	4	210	.399
	Based on Median and with adjusted df	1.018	4	199.674	.399
	Based on trimmed mean	1.222	4	210	.302

ANOVA

Employee Well-being

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.001	4	1.250	2.771	.028
Within Groups	94.747	210	.451		
Total	99.749	214			

Multiple Comparisons

Dependent Variable: Employee Well-being

Tukey HSD

(I) Age	(J) Age	Mean Difference			95% Confidence Interval	
		(I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
18 - 25	26 - 35	.03704	.22390	1.000	-.5790	.6531
	36 - 45	-.05797	.21773	.999	-.6571	.5411
	46 - 55	-.08333	.20794	.995	-.6555	.4888
	Over 55	-.41870	.22046	.321	-1.0253	.1879
26 - 35	18 - 25	-.03704	.22390	1.000	-.6531	.5790
	36 - 45	-.09501	.14947	.969	-.5063	.3163
	46 - 55	-.12037	.13481	.899	-.4913	.2506
	Over 55	-.45574*	.15342	.027	-.8779	-.0336
36 - 45	18 - 25	.05797	.21773	.999	-.5411	.6571
	26 - 35	.09501	.14947	.969	-.3163	.5063
	46 - 55	-.02536	.12429	1.000	-.3674	.3166
	Over 55	-.36073	.14427	.094	-.7577	.0362
46 - 55	18 - 25	.08333	.20794	.995	-.4888	.6555
	26 - 35	.12037	.13481	.899	-.2506	.4913
	36 - 45	.02536	.12429	1.000	-.3166	.3674
	Over 55	-.33537	.12901	.074	-.6904	.0196
Over 55	18 - 25	.41870	.22046	.321	-.1879	1.0253
	26 - 35	.45574*	.15342	.027	.0336	.8779
	36 - 45	.36073	.14427	.094	-.0362	.7577
	46 - 55	.33537	.12901	.074	-.0196	.6904

*. The mean difference is significant at the 0.05 level.

Kruskal-Wallis H: Relationship Conflict vs Age Group

Descriptives

Relationship Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 - 25	12	2.0000	.47140	.13608	1.7005	2.2995	1.00	2.67
26 - 35	36	2.4630	.66799	.11133	2.2369	2.6890	1.00	3.67
36 - 45	46	2.4203	.67562	.09962	2.2197	2.6209	1.00	4.00
46 - 55	80	2.4500	.73126	.08176	2.2873	2.6127	1.00	5.00
Over 55	41	2.2439	.60104	.09387	2.0542	2.4336	1.00	3.33
Total	215	2.3814	.67845	.04627	2.2902	2.4726	1.00	5.00

Ranks			
	Age	N	Mean Rank
Relationship Conflict	18 - 25	12	73.54
	26 - 35	36	118.57
	36 - 45	46	110.83
	46 - 55	80	113.18
	Over 55	41	95.52
	Total	215	

Test Statistics

Relationship Conflict	
Kruskal-Wallis H	7.295
df	4
Asymp. Sig.	.121

Kruskal Wallis Test

Grouping Variable: Age

Kruskal-Wallis H: Task Conflict vs Age Group

Descriptives

Task Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 - 25	12	2.1111	.71539	.20652	1.6566	2.5656	1.00	3.00
26 - 35	36	2.9444	.71047	.11841	2.7041	3.1848	1.33	4.33
36 - 45	46	2.8406	.69828	.10296	2.6332	3.0479	1.67	5.00
46 - 55	80	2.7958	.81907	.09157	2.6136	2.9781	1.00	5.00
Over 55	41	2.6585	.59389	.09275	2.4711	2.8460	1.33	4.00
Total	215	2.7659	.74708	.05095	2.6655	2.8663	1.00	5.00

Ranks			
	Age	N	Mean Rank
Task Conflict	18 - 25	12	60.75
	26 - 35	36	124.03
	36 - 45	46	113.55
	46 - 55	80	108.31
	Over 55	41	100.93
	Total	215	

Test Statistics^a

Task Conflict	
Kruskal-Wallis H	10.485
df	4
Asymp. Sig.	.033

Kruskal Wallis Test
Grouping Variable: Age

Kruskal-Wallis H: Process Conflict vs Age Group

Descriptives

Process Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 - 25	12	1.7778	.74309	.21451	1.3056	2.2499	1.00	3.00
26 - 35	36	2.7778	.98238	.16373	2.4454	3.1102	1.00	4.67
36 - 45	46	2.3841	.79805	.11767	2.1471	2.6210	1.00	4.00
46 - 55	80	2.4750	.87435	.09776	2.2804	2.6696	1.00	5.00
Over 55	41	2.2927	.87621	.13684	2.0161	2.5693	1.00	4.33
Total	215	2.4326	.89156	.06080	2.3127	2.5524	1.00	5.00

Ranks

	Age	N	Mean Rank
Process Conflict	18 - 25	12	63.42
	26 - 35	36	132.13
	36 - 45	46	105.77
	46 - 55	80	110.94
	Over 55	41	96.62
	Total	215	

Test Statistics

Process Conflict	
Kruskal-Wallis H	13.460
df	4
Asymp. Sig.	.009

Kruskal Wallis Test
Grouping Variable: Age

APPENDIX XI: SPSS OUTPUTS FOR RELATIONSHIP, TASK, PROCESS CONFLICT AND WELL-BEING VS SALARY SCALE

Tests of Normality

	Present Salary Scale	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	17 - 14	.115	13	.200*	.947	13	.557
	13 - 11	.115	29	.200*	.977	29	.763
	10 - 6	.099	119	.006	.965	119	.003
	5 - 2	.137	54	.013	.947	54	.018

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of Normality

	Present Salary Scale	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	17 - 14	.335	13	<.001	.787	13	.005
	13 - 11	.210	29	.002	.934	29	.072
	10 - 6	.155	119	<.001	.960	119	.001
	5 - 2	.193	54	<.001	.935	54	.006

a. Lilliefors Significance Correction

Tests of Normality

	Present Salary Scale	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	17 - 14	.163	13	.200*	.939	13	.448
	13 - 11	.146	29	.117	.941	29	.110
	10 - 6	.156	119	<.001	.957	119	<.001
	5 - 2	.155	54	.002	.962	54	.086

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of Normality

	Present Salary Scale	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	17 - 14	.285	13	.005	.831	13	.016
	13 - 11	.201	29	.004	.938	29	.089
	10 - 6	.115	119	<.001	.964	119	.003
	5 - 2	.141	54	.009	.934	54	.005

a. Lilliefors Significance Correction

Kruskal-Wallis H: Well-being vs Salary Scale

Descriptives

Employee Well-being

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
17 - 14	13	3.0000	.86869	.24093	2.4751	3.5249	1.50	4.17
13 - 11	29	3.2299	.63059	.11710	2.9900	3.4697	2.00	4.50
10 - 6	119	3.2633	.67561	.06193	3.1407	3.3859	1.17	4.83
5 - 2	54	3.4259	.66483	.09047	3.2445	3.6074	2.00	4.67
Total	215	3.2837	.68273	.04656	3.1919	3.3755	1.17	4.83

Ranks

	Present Salary Scale	N	Mean Rank
	13 - 11	29	99.34
	10 - 6	119	106.03
	5 - 2	54	121.51
	Total	215	

Test Statistics^{a,b}

Employee Well-being	
Kruskal-Wallis H	4.437
df	3
Asymp. Sig.	.218

a. Kruskal Wallis Test

b. Grouping Variable: Present Salary Scale

Kruskal-Wallis H: Relationship Conflict vs Salary Scale

Descriptives

Relationship Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
17 - 14	13	2.6667	.91287	.25318	2.1150	3.2183	1.67	5.00
13 - 11	29	2.4943	.71058	.13195	2.2240	2.7645	1.33	4.33
10 - 6	119	2.4034	.66366	.06084	2.2829	2.5238	1.00	4.33
5 - 2	54	2.2037	.60194	.08191	2.0394	2.3680	1.00	4.00
Total	215	2.3814	.67845	.04627	2.2902	2.4726	1.00	5.00

Ranks			
	Present Salary Scale	N	Mean Rank
Relationship Conflict	17 - 14	13	123.50
	13 - 11	29	115.62
	10 - 6	119	112.19
	5 - 2	54	90.94
	Total	215	

Test Statistics^{a,b}

Relationship Conflict	
Kruskal-Wallis H	6.075
df	3
Asymp. Sig.	.108

a. Kruskal Wallis Test

b. Grouping Variable: Present Salary Scale

Kruskal-Wallis H: Task Conflict vs Salary Scale

Descriptives

Task Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
17 - 14	13	2.9744	.96668	.26811	2.3902	3.5585	1.67	5.00
13 - 11	29	2.8391	.81465	.15128	2.5292	3.1490	1.33	4.67
10 - 6	119	2.7451	.69800	.06399	2.6184	2.8718	1.00	4.33
5 - 2	54	2.7222	.76821	.10454	2.5125	2.9319	1.00	5.00
Total	215	2.7659	.74708	.05095	2.6655	2.8663	1.00	5.00

Ranks			
	Present Salary Scale	N	Mean Rank
Task Conflict	17 - 14	13	116.58
	13 - 11	29	111.76
	10 - 6	119	107.76
	5 - 2	54	104.44
	Total	215	

Test Statistics^{a,b}

Task Conflict	
Kruskal-Wallis H	.546
df	3
Asymp. Sig.	.909

a. Kruskal Wallis Test

b. Grouping Variable: Present Salary Scale

Kruskal-Wallis H: Process Conflict vs Salary Scale

Descriptives

Process Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
17 - 14	13	2.4103	.93446	.25917	1.8456	2.9749	1.33	4.00
13 - 11	29	2.6322	1.09234	.20284	2.2167	3.0477	1.00	5.00
10 - 6	119	2.4678	.81456	.07467	2.3199	2.6157	1.00	4.67
5 - 2	54	2.2531	.92016	.12522	2.0019	2.5042	1.00	4.67
Total	215	2.4326	.89156	.06080	2.3127	2.5524	1.00	5.00

$H(3) = 4.045, p = 0.257$

Ranks

Process Conflict	Present Salary Scale	N	Mean Rank
	17 - 14		13
13 - 11		29	116.88
10 - 6		119	112.72
5 - 2		54	94.59
Total		215	

Test Statistics^{a,b}

Process Conflict	
Kruskal-Wallis H	4.045
df	3
Asymp. Sig.	.257

a. Kruskal Wallis Test

b. Grouping Variable: Present Salary Scale

APPENDIX XII: SPSS OUTPUTS FOR RELATIONSHIP, TASK, PROCESS CONFLICT, AND WELL-BEING VS JOB TENURE

Tests of Normality

Job Tenure		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Well-being	Less than 2 years	.147	15	.200*	.939	15	.372
	2 - 5 years	.107	32	.200*	.968	32	.455
	5 - 10 years	.144	26	.176	.942	26	.151
	10 - 20 years	.124	38	.149	.963	38	.231
	More than 20 years	.100	104	.012	.973	104	.033

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of Normality

Job Tenure		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Relationship Conflict	Less than 2 years	.155	15	.200*	.952	15	.563
	2 - 5 years	.155	32	.049	.950	32	.143
	5 - 10 years	.238	26	<.001	.833	26	<.001
	10 - 20 years	.200	38	<.001	.926	38	.015
	More than 20 years	.196	104	<.001	.928	104	<.001

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tests of Normality

Job Tenure		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Task Conflict	Less than 2 years	.218	15	.054	.883	15	.053
	2 - 5 years	.140	32	.113	.938	32	.068
	5 - 10 years	.223	26	.002	.914	26	.032
	10 - 20 years	.123	38	.152	.961	38	.203
	More than 20 years	.164	104	<.001	.958	104	.002

a. Lilliefors Significance Correction

Tests of Normality

Job Tenure		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Process Conflict	Less than 2 years	.125	15	.200*	.957	15	.643
	2 - 5 years	.176	32	.013	.929	32	.038
	5 - 10 years	.139	26	.200*	.967	26	.548
	10 - 20 years	.144	38	.047	.941	38	.046
	More than 20 years	.144	104	<.001	.954	104	.001

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

One-way ANOVA: Well-being vs Job Tenure

Descriptives

Employee Well-being

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 2 years	15	3.4111	.66029	.17049	3.0455	3.7768	2.17	4.33
2 - 5 years	32	3.1510	.66983	.11841	2.9095	3.3925	1.67	4.33
5 - 10 years	26	3.2564	.66035	.12951	2.9897	3.5231	1.67	4.17
10 - 20 years	38	3.1009	.74991	.12165	2.8544	3.3474	1.17	4.33
More than 20 years	104	3.3798	.66076	.06479	3.2513	3.5083	1.50	4.83
Total	215	3.2837	.68273	.04656	3.1919	3.3755	1.17	4.83

Tests of Homogeneity of Variances

		Levene	df1	df2	Sig.
		Statistic			
Employee Well-being	Based on Mean	.455	4	210	.769
	Based on Median	.378	4	210	.824
	Based on Median and with adjusted df	.378	4	207.514	.824
	Based on trimmed mean	.434	4	210	.784

ANOVA

Employee Well-being

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.057	4	.764	1.660	.161
Within Groups	96.692	210	.460		
Total	99.749	214			

Post Hoc Test Tukey

Multiple Comparisons

Dependent Variable: Employee Well-being

Tukey HSD

(I) Job Tenure	(J) Job Tenure	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 2 years	2 - 5 years	.26007	.21233	.737	-.3242	.8443
	5 - 10 years	.15470	.22001	.956	-.4507	.7601
	10 - 20 years	.31023	.20691	.564	-.2591	.8796
	More than 20 years	.03130	.18741	1.000	-.4844	.5470
2 - 5 years	Less than 2 years	-.26007	.21233	.737	-.8443	.3242
	5 - 10 years	-.10537	.17916	.977	-.5983	.3876
	10 - 20 years	.05016	.16280	.998	-.3978	.4981
	More than 20 years	-.22877	.13717	.456	-.6062	.1487
5 - 10 years	Less than 2 years	-.15470	.22001	.956	-.7601	.4507
	2 - 5 years	.10537	.17916	.977	-.3876	.5983
	10 - 20 years	.15553	.17270	.896	-.3197	.6307
	More than 20 years	-.12340	.14878	.921	-.5328	.2860
10 - 20 years	Less than 2 years	-.31023	.20691	.564	-.8796	.2591
	2 - 5 years	-.05016	.16280	.998	-.4981	.3978
	5 - 10 years	-.15553	.17270	.896	-.6307	.3197
	More than 20 years	-.27893	.12862	.196	-.6329	.0750
More than 20 years	Less than 2 years	-.03130	.18741	1.000	-.5470	.4844
	2 - 5 years	.22877	.13717	.456	-.1487	.6062
	5 - 10 years	.12340	.14878	.921	-.2860	.5328
	10 - 20 years	.27893	.12862	.196	-.0750	.6329

Kruskal-Wallis H: Relationship Conflict vs Job Tenure

Descriptives

Relationship Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 2 years	15	2.2889	.58914	.15212	1.9626	2.6151	1.33	3.67
2 - 5 years	32	2.2708	.76406	.13507	1.9954	2.5463	1.00	3.67
5 - 10 years	26	2.5000	.53541	.10500	2.2837	2.7163	2.00	4.00
10 - 20 years	38	2.4035	.65832	.10679	2.1871	2.6199	1.00	4.00
More than 20 years	104	2.3910	.70664	.06929	2.2536	2.5284	1.00	5.00
Total	215	2.3814	.67845	.04627	2.2902	2.4726	1.00	5.00

Ranks

	Job Tenure	N	Mean Rank
Relationship Conflict	Less than 2 years	15	99.10
	2 - 5 years	32	99.83
	5 - 10 years	26	119.75
	10 - 20 years	38	112.92
	More than 20 years	104	107.06
	Total	215	

Test Statistics^{a,b}

Relationship Conflict	
Kruskal-Wallis H	2.128
df	4
Asymp. Sig.	.712

a. Kruskal Wallis Test

b. Grouping Variable: Job Tenure

One-way ANOVA: Task Conflict vs Job Tenure

Descriptives

Task Conflict								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 2 years	15	2.3556	.56997	.14717	2.0399	2.6712	1.33	3.00
2 - 5 years	32	2.6979	.83111	.14692	2.3983	2.9976	1.00	4.00
5 - 10 years	26	2.9872	.68300	.13395	2.7113	3.2631	2.00	4.33
10 - 20 years	38	2.8246	.79690	.12927	2.5626	3.0865	1.33	5.00
More than 20 years	104	2.7692	.72567	.07116	2.6281	2.9104	1.00	5.00
Total	215	2.7659	.74708	.05095	2.6655	2.8663	1.00	5.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Task Conflict	Based on Mean	.808	4	210	.522
	Based on Median	.774	4	210	.543
	Based on Median and with adjusted df	.774	4	205.172	.543
	Based on trimmed mean	.820	4	210	.514

ANOVA

Task Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.079	4	1.020	1.856	.119
Within Groups	115.360	210	.549		
Total	119.439	214			

Post Hoc Test Tukey

Multiple Comparisons

Dependent Variable: Task Conflict

Tukey HSD

(I) Job Tenure	(J) Job Tenure	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 2 years	2 - 5 years	-.34236	.23192	.579	-.9805	.2958
	5 - 10 years	-.63162	.24031	.069	-1.2929	.0296
	10 - 20 years	-.46901	.22601	.235	-1.0909	.1529
	More than 20 years	-.41368	.20471	.260	-.9769	.1496
2 - 5 years	Less than 2 years	.34236	.23192	.579	-.2958	.9805
	5 - 10 years	-.28926	.19569	.578	-.8277	.2492
	10 - 20 years	-.12664	.17783	.954	-.6160	.3627
	More than 20 years	-.07131	.14983	.989	-.4836	.3410
5 - 10 years	Less than 2 years	.63162	.24031	.069	-.0296	1.2929
	2 - 5 years	.28926	.19569	.578	-.2492	.8277
	10 - 20 years	.16262	.18864	.910	-.3564	.6817
	More than 20 years	.21795	.16251	.666	-.2292	.6651
10 - 20 years	Less than 2 years	.46901	.22601	.235	-.1529	1.0909
	2 - 5 years	.12664	.17783	.954	-.3627	.6160
	5 - 10 years	-.16262	.18864	.910	-.6817	.3564
	More than 20 years	.05533	.14049	.995	-.3313	.4419
More than 20 years	Less than 2 years	.41368	.20471	.260	-.1496	.9769
	2 - 5 years	.07131	.14983	.989	-.3410	.4836
	5 - 10 years	-.21795	.16251	.666	-.6651	.2292
	10 - 20 years	-.05533	.14049	.995	-.4419	.3313

Kruskal-Wallis H: Process Conflict vs Job Tenure

Descriptives

Process Conflict

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 2 years	15	2.3333	.81650	.21082	1.8812	2.7855	1.00	3.67
2 - 5 years	32	2.3021	1.04850	.18535	1.9241	2.6801	1.00	5.00
5 - 10 years	26	2.7564	.92644	.18169	2.3822	3.1306	1.00	4.67
10 - 20 years	38	2.4561	.89181	.14467	2.1630	2.7493	1.00	4.00
More than 20 years	104	2.3974	.83747	.08212	2.2346	2.5603	1.00	5.00
Total	215	2.4326	.89156	.06080	2.3127	2.5524	1.00	5.00

$H(4) = 4.367, p = 0.359$

Ranks

		Job Tenure	N	Mean Rank
Process Conflict	Less than 2 years		15	102.53
	2 - 5 years		32	96.97
	5 - 10 years		26	128.98
	10 - 20 years		38	110.86
	More than 20 years		104	105.89
	Total		215	

Test Statistics^{a,b}

Process Conflict	
Kruskal-Wallis H	4.367
df	4
Asymp. Sig.	.359

a. Kruskal Wallis Test

b. Grouping Variable: Job Tenure

APPENDIX XIII: SPSS OUTPUTS CHI-SQUARE TESTS FOR CATEGORICAL VARIABLES PRESENT SALARY SCALE AND JOB TENURE VS PSYCHOLOGICAL DETACHEMNT DURING OFF-WORK TIME

Salary Scale recoded * Psychological Detachment recoded Crosstabulation

			Psychological Detachment recoded			Total
			Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	
Salary Scale recoded	17-11	Count	21	13	8	42
		% within Salary Scale recoded	50.0%	31.0%	19.0%	100.0%
	10-6	Count	55	32	32	119
		% within Salary Scale recoded	46.2%	26.9%	26.9%	100.0%
	5-2	Count	41	8	5	54
		% within Salary Scale recoded	75.9%	14.8%	9.3%	100.0%
Total	Count	117	53	45	215	
	% within Salary Scale recoded	54.4%	24.7%	20.9%	100.0%	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.855 ^a	4	.005
Likelihood Ratio	15.498	4	.004
Linear-by-Linear Association	5.866	1	.015
N of Valid Cases	215		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.79.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.263	.005
	Cramer's V	.186	.005
N of Valid Cases		215	

Job Tenure recoded * Psychological Detachment recoded Crosstabulation

		Psychological Detachment recoded			Total	
		Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree		
Job Tenure recoded	Less than 5 years	Count	19	10	18	47
		% within Job Tenure recoded	40.4%	21.3%	38.3%	100.0%
	5 - 20 years	Count	35	19	10	64
		% within Job Tenure recoded	54.7%	29.7%	15.6%	100.0%
	Over 20 years	Count	63	24	17	104
		% within Job Tenure recoded	60.6%	23.1%	16.3%	100.0%
Total		Count	117	53	45	215
		% within Job Tenure recoded	54.4%	24.7%	20.9%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.075 ^a	4	.017
Likelihood Ratio	11.010	4	.026
Linear-by-Linear Association	7.668	1	.006
N of Valid Cases	215		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.84.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.237	.017
	Cramer's V	.168	.017
N of Valid Cases		215	

APPENDIX XIV: SPSS OUTPUTS FOR MULTIPLE REGRESSION ANALYSIS AND TEST FOR MODERATION

Regression of Well-being on RC, TC, and PC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.366 ^a	.134	.122	.63979	.134	10.895	3	211	<.001	2.074

Predictors: (Constant), Process Conflict, Relationship Conflict, Task Conflict

Dependent Variable: Employee Well-being

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.379	3	4.460	10.895	<.001
	Residual	86.370	211	.409		
	Total	99.749	214			

Dependent Variable: Employee Well-being

Predictors: (Constant), Process Conflict, Relationship Conflict, Task Conflict

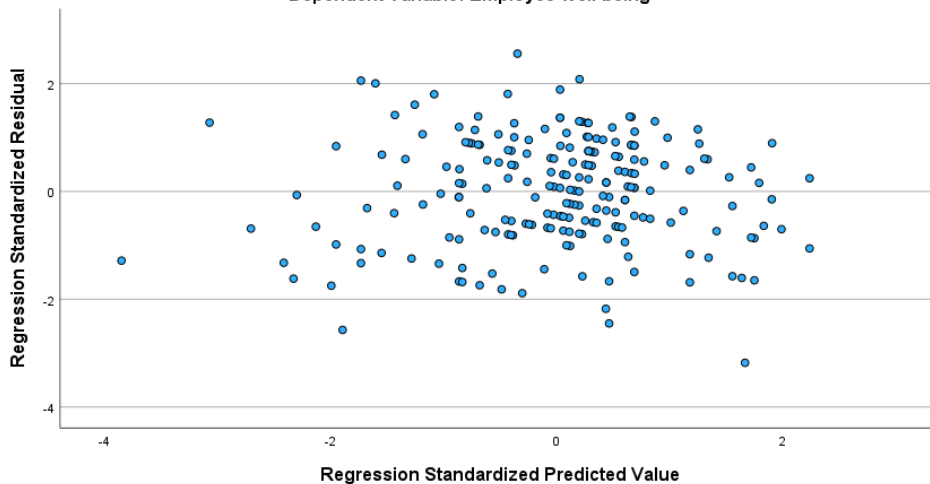
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.232	.181		23.395	<.001	3.875	4.588		
	Relationship Conflict	-.304	.086	-.302	-3.520	<.001	-.474	-.134	.557	1.795
	Task Conflict	-.062	.081	-.068	-.765	.445	-.222	.098	.519	1.928
	Process Conflict	-.022	.065	-.028	-.332	.740	-.149	.106	.575	1.739

a. Dependent Variable: Employee Well-being

Scatterplot

Dependent Variable: Employee Well-being



Regression: (Testing for Relationship Conflict as Moderator on the Task Conflict and Well-being relationship)

Descriptive Statistics

	Mean	Std. Deviation	N
Employee Well-being	3.2837	.68273	215
TCMeanCent	.0000	.74708	215
RCMeanCent	.0000	.67845	215
RCCent_x_TCMCent	.3136	.69652	215

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.273 ^a	.074	.070	.65837	.074	17.124	1	213	<.001	
2	.366 ^b	.134	.125	.63845	.059	14.501	1	212	<.001	
3	.416 ^c	.173	.161	.62536	.039	9.966	1	211	.002	1.957

a. Predictors: (Constant), TCMeanCent

b. Predictors: (Constant), TCMeanCent, RCMeanCent

c. Predictors: (Constant), TCMeanCent, RCMeanCent, RCCent_x_TCMCent

d. Dependent Variable: Employee Well-being

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.423	1	7.423	17.124	<.001 ^b
	Residual	92.326	213	.433		
	Total	99.749	214			
2	Regression	13.334	2	6.667	16.356	<.001 ^c
	Residual	86.415	212	.408		
	Total	99.749	214			
3	Regression	17.231	3	5.744	14.687	<.001 ^d
	Residual	82.517	211	.391		
	Total	99.749	214			

a. Dependent Variable: Employee Well-being

b. Predictors: (Constant), TCMeanCent

c. Predictors: (Constant), TCMeanCent, RCMeanCent

d. Predictors: (Constant), TCMeanCent, RCMeanCent, RCCent_x_TCMCent

Coefficients										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.284	.045		73.133	<.001	3.195	3.372		
	TCMeanCent	-.249	.060	-.273	-4.138	<.001	-.368	-.131	1.000	1.000
2	(Constant)	3.284	.044		75.415	<.001	3.198	3.370		
	TCMeanCent	-.073	.075	-.080	-.976	.330	-.220	.074	.614	1.630
	RCMeanCent	-.313	.082	-.311	-3.808	<.001	-.475	-.151	.614	1.630
3	(Constant)	3.347	.047		70.991	<.001	3.254	3.440		
	TCMeanCent	-.090	.073	-.099	-1.230	.220	-.235	.054	.610	1.639
	RCMeanCent	-.243	.083	-.241	-2.909	.004	-.407	-.078	.570	1.753
	RCcent_x_TCMCent	-.202	.064	-.206	-3.157	.002	-.329	-.076	.917	1.091

a. Dependent Variable: Employee Well-being

Regression: (Testing for Relationship Conflict as Moderator on the Process Conflict and Well-being relationship)

Descriptive Statistics

	Mean	Std. Deviation	N
Employee Well-being	3.2837	.68273	215
PCMeanCent	.0000	.89156	215
RCMeanCent	.0000	.67845	215
RCcent_x_PCcent	.3405	.69736	215

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.240 ^a	.058	.053	.66431	.058	13.030	1	213	<.001	
2	.363 ^b	.132	.124	.63917	.074	18.088	1	212	<.001	
3	.380 ^c	.144	.132	.63597	.013	3.137	1	211	.078	1.970

a. Predictors: (Constant), PCMeanCent

b. Predictors: (Constant), PCMeanCent, RCMeanCent

c. Predictors: (Constant), PCMeanCent, RCMeanCent, RCcent_x_PCcent

d. Dependent Variable: Employee Well-being

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.750	1	5.750	13.030	<.001 ^b
	Residual	93.998	213	.441		
	Total	99.749	214			
2	Regression	13.140	2	6.570	16.081	<.001 ^c
	Residual	86.609	212	.409		
	Total	99.749	214			
3	Regression	14.409	3	4.803	11.875	<.001 ^d
	Residual	85.340	211	.404		
	Total	99.749	214			

Dependent Variable: Employee Well-being

b. Predictors: (Constant), PCMeanCent

c. Predictors: (Constant), PCMeanCent, RCMeanCent

d. Predictors: (Constant), PCMeanCent, RCMeanCent, RCcent_x_PCcent

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.284	.045		72.479	<.001	3.194	3.373		
	PCMeanCent	-.184	.051	-.240	-3.610	<.001	-.284	-.083	1.000	1.000
2	(Constant)	3.284	.044		75.331	<.001	3.198	3.370		
	PCMeanCent	-.041	.059	-.053	-.689	.491	-.158	.076	.680	1.470
	RCMeanCent	-.332	.078	-.330	-4.253	<.001	-.486	-.178	.680	1.470
3	(Constant)	3.322	.048		68.697	<.001	3.226	3.417		
	PCMeanCent	-.036	.059	-.047	-.604	.546	-.152	.081	.679	1.474
	RCMeanCent	-.324	.078	-.322	-4.161	<.001	-.477	-.170	.678	1.475
	RCcent_x_PCcent	-.111	.063	-.114	-1.771	.078	-.235	.013	.986	1.014

Dependent Variable: Employee Well-being

Regression: - Simple Slope Analysis for Task Conflict and Relationship Conflict as Moderator

		Coefficients					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.183	.078		40.976	<.001		
	TCMeanCent	-.227	.088	-.249	-2.586	.010	.423	2.363
	RC_High	-.243	.083	-.241	-2.909	.004	.570	1.753
	TCxRC_High	-.202	.064	-.241	-3.157	.002	.675	1.482

Dependent Variable: Employee Well-being

		Coefficients					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.512	.069		50.571	<.001		
	TCMeanCent	.047	.082	.052	.573	.567	.483	2.070
	RC_Low	-.243	.083	-.241	-2.909	.004	.570	1.753
	TCxRC_Low	-.202	.064	-.269	-3.157	.002	.539	1.855

Dependent Variable: Employee Well-being