



**CONFLICTS IN THE ORGANIZATIONAL ENVIRONMENT: WOMEN'S PERCEPTIONS
WITHIN A CREDIT UNION**

**CONFLITOS NO AMBIENTE ORGANIZACIONAL: PERCEPÇÕES DE MULHERES EM
UMA COOPERATIVA DE CRÉDITO**

**CONFLICTOS EN EL ENTORNO ORGANIZACIONAL: PERCEPCIONES DE MUJERES
EN UNA COOPERATIVA DE CRÉDITO**

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ABSTRACT

This study aimed to identify the factors that influence perceived conflicts among female employees in a credit union. A quantitative survey was conducted using a structured questionnaire. Data analysis used Structural Equation Modeling (SEM) employing the Partial Least Squares (PLS) method, supported by SmartPLS 4.0 software. The results demonstrate that within the organizational context, the main factor influencing conflicts, from the perspective of female employees in a credit union, is the dynamics between supervisors and subordinates, particularly when mediated by relationship conflicts that impact task conflicts. Notably, no direct correlation between supervisor-subordinate conflicts and task conflicts was discerned. In essence, relationship conflicts between supervisors and subordinates have a consequential effect on emotional exhaustion at the team level, potentially leading to task-related challenges. Furthermore, the link between task conflicts and supervisor-subordinate conflicts demonstrated significant attenuation. It was possible to conclude that work-related conflicts (including task, relationship, and supervisor-subordinate conflicts) serve as stressors and are intrinsically linked to various psychological, behavioral, and physical tensions within the perception of female employees within a credit union.

Keywords: Conflicts. Organizational Environment. Women.

RESUMO

Este estudo teve como objetivo identificar os fatores que influenciam os conflitos percebidos por funcionárias em uma cooperativa de crédito. Foi realizada uma pesquisa quantitativa

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empregando um questionário estruturado. A análise de dados utilizou Modelagem de Equações Estruturais (SEM) empregando o método Partial Least Squares (PLS), apoiado pelo software SmartPLS 4.0. Os resultados demonstram que dentro do contexto organizacional, o principal fator que influencia os conflitos, da perspectiva das trabalhadoras em uma cooperativa de crédito, é a dinâmica entre supervisores e subordinados, particularmente quando mediada por conflitos de relacionamento que impactam os conflitos de tarefas. Notavelmente, nenhuma correlação direta entre conflitos supervisor-subordinado e conflitos de tarefas foi discernida. Em essência, os conflitos de relacionamento que se manifestam entre supervisores e subordinados têm um efeito consequente na exaustão emocional em nível de equipe, potencialmente levando a desafios relacionados às tarefas. Além disso, a ligação entre conflitos de tarefas e conflitos supervisor-subordinado demonstrou atenuação significativa. Foi possível concluir que conflitos relacionados ao trabalho (abrangendo conflitos de tarefa, relacionamento e supervisor-subordinado) servem como estressores e estão intrinsecamente ligados a diversas tensões psicológicas, comportamentais e físicas dentro da percepção de funcionárias dentro de uma cooperativa de crédito.

Palavras-chave: Conflitos. Ambiente Organizacional. Mulheres.

RESUMEN

Este estudio tuvo como objetivo identificar los factores que influyen en los conflictos percibidos por empleadas en una cooperativa de crédito. Se realizó una investigación cuantitativa mediante un cuestionario estructurado. El análisis de los datos utilizó Modelado de Ecuaciones Estructurales (SEM), empleando el método de Mínimos Cuadrados Parciales (PLS), con el apoyo del software SmartPLS 4.0. Los resultados demuestran que, en el contexto organizacional, el principal factor que influye en los conflictos, desde la perspectiva de las empleadas de una cooperativa de crédito, es la dinámica entre supervisores y subordinados, especialmente cuando está mediada por conflictos de relación que impactan los conflictos de tarea. Cabe destacar que no se identificó una correlación directa entre los conflictos supervisor-subordinado y los conflictos de tarea. En esencia, los conflictos de relación entre supervisores y subordinados tienen un efecto consecuente sobre el agotamiento emocional a nivel de equipo, pudiendo derivar en desafíos relacionados con las tareas. Además, la relación entre los conflictos de tarea y los conflictos supervisor-subordinado mostró una atenuación significativa. Se concluye que los conflictos relacionados con el trabajo (incluyendo conflictos de tarea, de relación y supervisor-subordinado) actúan como factores de estrés y están intrínsecamente vinculados a diversas tensiones psicológicas, conductuales y físicas en la percepción de las empleadas de una cooperativa de crédito.

Palabras clave: Conflictos. Entorno Organizacional. Mujeres.

1 INTRODUCTION

The contemporary landscape of work, characterized by new working arrangements, flexible schedules, the ongoing pursuit of gender equality, and rapid technological advancements, poses a significant challenge in achieving a harmonious balance between personal and professional spheres. This challenge often manifests in the form of conflicts, which have been the subject of extensive research over the past decades, covering a broad spectrum of dimensions. Indeed, previous studies have delved into areas such as stressful events, stressors, and psychological tensions (KEENAN; NEWTON, 1985; HOBFOLL, 1989; SPECTOR; JEX, 1998), task and relationship conflicts, team performance, and member satisfaction (DE DREU; WEINGART, 2003; SIMONS; PETERSON, 2000), as well as the benefits and drawbacks of intragroup conflicts (JEHN, 1995; DE WIT, GREER; JEHN, 2012; JEHN; MANNIX, 2001), and conflicts within groups (JEHN, 1997), alongside interpersonal conflict and its psychological ramifications (RAHIM, 1983; FRONE, 2000).

A recurring theme in research on this subject is the incorporation of behavioral aspects into the analysis, highlighting the challenges faced by managers in navigating organizational dynamics (WALL, 1995; PODSAKOFF et al., 2003). Whether stemming from personal or organizational sources, the repercussions of conflicts are felt by all parties involved, resulting in stress, discomfort, and disruptions to planned effectiveness and performance (TIDD; CURRALL; TSAI, 2000; DE DREU; BEERSMA, 2005).

The impact of conflict types, dimensions, and emerging states on group and individual outcomes hinges on daily decisions and negotiations (BOLGER et al., 1989; JEHN et al., 2008). Traditionally, these negotiations unfolded within the confines of the workplace and the organizational structure. However, the adoption of new work modalities, accelerated by the COVID-19 pandemic, during which individuals worked from home, has blurred the boundaries between individual, group, and work-family conflicts.

Within this complex interplay of familial and organizational responsibilities, women, particularly those juggling multiple social roles as mothers, homemakers, and employees, often find themselves disproportionately burdened. Indeed, women have been a focal point of research since the 1970s. Hall (1972) and later Hall and Gordon (1973) conducted seminal studies on the conflicts experienced by married women. Holahan and Gilbert (1979) compared role conflicts among women working full-time outside the home, as well as graduates and non-graduates (STROBINO; TEIXEIRA, 2014).

When observing women within their work environments, it becomes evident that the time allocated to fulfilling one role often conflicts with the demands of another. Additionally, the expectations and specific behaviors associated with one role can undermine their

performance in other roles, such as those of women, mothers, and homemakers, thereby highlighting their multiple social responsibilities (GREENHAUS; BEUTELL, 1985). The conflicts experienced by women transcend mere psychological functional conflicts; they represent distinct organizational and behavioral phenomena that serve as a means to attain other objectives contingent upon the perception of reality (MIKKELSEN; CLEGG, 2018).

In light of this context, a considerable body of research underscores that conflicts, when they arise, impact women more profoundly, given their significant presence in the labor market alongside responsibilities related to family and household care (BANDEIRA; FERREIRA; CABRAL, 2018; VILELA; LOURENÇO, 2018; SOUZA; SÁ; LEMOS, 2019; LEMOS; BARBOSA; MOZATO, 2020). Indeed, the conflicts experienced by professional women are closely intertwined with the sexual division of labor, which often places the burden of domestic duties squarely on their shoulders. Despite the expectation of an equitable distribution of tasks with their partners, especially considering both partners' careers, such parity rarely materializes (SOUZA; SÁ; LEMOS, 2019). In light of these observations, this article seeks to contribute to the discourse on this matter through a gender lens, posing the following research question: What are the factors influencing conflicts from the perspective of female workers within a credit union's organizational environment?

To address this question, the research aims to identify the underlying factors influencing conflicts. In academic circles, this study's relevance lies in its exploration of gender dynamics within the financial sector. Socially speaking, it is significant as it broadens the discourse on conflict, offering potential solutions to the challenges faced by women striving to balance personal and professional commitments in the financial arena. Finally, from a managerial standpoint, this study is crucial, given the increasing presence of women in managerial roles within credit unions and the broader banking sector, where they offer comparable products and services to traditional banks and compete in the same market. While not the primary focus, cooperativism emerges as a secondary theme in this research, contributing to the optimization of relationships and ensuring that the need to address work and family responsibilities does not serve as a source of conflict for female workers.

2 CONFLICTS IN THE ORGANIZATIONAL ENVIRONMENT

One of the primary causes of conflict within the organizational environment stems from differences in the interpretation of reality among stakeholders and their respective interests therein. Nonetheless, conflicts are not invariably negative; at times, they serve as catalysts for change in entrenched patterns and embody relationships stemming from diverse interests,

competition, and perceived dissonance between rhetoric and practice among stakeholders (MACHADO-DA-SILVA; COSER, 2006).

However, conflicts cannot solely be confined to the task level; they are intertwined with individual cognitive or relationship factors within teams. Thus, elucidating the underlying factors contributing to such unrest can facilitate an understanding of tasks that may not be executed with optimal efficiency and productivity, thereby necessitating attention to the psychological well-being of employees to prevent emotional upheaval (NORAINI, 2002).

In certain instances, conflicts arise due to conflicting pressures emanating from professional and personal roles, which may be inherently incompatible (GREENHAUS; BEUTELL, 1985). The greater importance an individual assigns to one role, the more time and energy they allocate to it, often at the expense of another role. Moreover, the responsibilities associated with one role often encroach upon the performance of another, potentially compromising overall performance.

For team managers, the challenge lies in sustaining business success, which entails not only retaining external customers but also prioritizing the retention of internal customers, i.e., employees (YAVAS, 2008). Hence, attention to relationships and conflicts is warranted, as these are regarded as predictors that impact and jeopardize the well-being of employment relationships (NORAINI, 2002; DE DREU, 2004; YAVAS, 2008). In turn, failure to address these issues can result in professionals departing from the organization, leaving behind exhausted and emotionally drained employees, thereby exacerbating turnover rates, particularly among frontline workers. Ultimately, this leads to decreased productivity and a decline in the quality of service delivery below the expected standards.

Prior research has extensively examined organizational conflicts. Identifying seminal articles has allowed us to elucidate the structural and practical dimensions of the topic, thereby facilitating a comprehensive overview of current research in this area. Table 1 presents the primary references on the subject.

Table 1

Key References on the Subject: Past, Present, and Future

Seminal Articles	Structure and Applicability of the Topic	Current Research
Rahim (1983)	Volkema and	Van de Vliert et al.
Keenan and Newton (1985)	Bergmann (1989)	(1999)
Hobfoll (1989)	Watson and Richard	Harvey, Blouin, and
Bolger et al. (1989)	Hoffman (1996)	Stout (2006)
Jehn (1995)	Stulmacher and	Chung-Yan and Moeller
Wall (1995)	Walters (1999)	(2010)
Jehn (1997)	Brewer, Mitchell, and	Lehmann-Willenbrock,
Spector and Jex (1998)	Weber (2002)	Grohmann, and Kauffeld (2011)
	De Dreu (2004)	Liu et al. (2015)

Frone (2000)	De Dreu, van	Gilin Oore, Leiter, and
(2000)	Dierendonck, and Dijkstra (2004)	LeBlanc (2015)
Friedman et al. (2000)	Giebels (2005)	Bélanger et al. (2015)
Jehn and Mannix (2001)	Giebels and Janssen (2020)	Martinez-Corts et al. (2015)
Podsakoff et al. (2003)	Dijkstra, van	Liu et al. (2015)
De Dreu and Weingart (2003)	Dierendonck, and Evers (2005)	Hill, Chênevert, and Poitras (2015)
De Dreu and Beersma (2005)	Liu et al. (2008)	Rispens and Demerouti (2016)
Jehn et al. (2008)	Dijkstra (2009)	Li et al. (2016)
De Wit, Greer, and Jehn (2012)	Dijkstra et al. (2009)	Ayoko (2016)
	Ilies et al. (2010)	Mikkelsen and Clegg (2017)
	Ilies (2011)	Beitler, Scherer, and Zapf (2018)
	Dijkstra (2011)	Eatough and Chang (2018)
	Dijkstra, Beersma, and Evers (2011)	Mikkelsen and Clegg (2018)
	Ito and Brotheridge (2012)	Benitez, Medina, and Munduate (2018)
	Meier (2013)	Hughes (2019)
	Meier et al. (2013)	Losada-Otálora, Peña-García, and Sánchez (2020)
	Brok-Lee, Nixon, and Spector (2013)	Yeung and Ho (2020)
	Meier, Semmer, and Gross (2014)	Zhang, Bollen, and Euwema (2020)
	Kisamore et al. (2014)	Burnard et al. (2021)
	Yeung, Fung, and Chan (2015)	Theodorou et al. (2021)
	Nixon, Brok-Lee, and Spector (2016)	Kundi and Badar (2021)

Research into occupational stress has often required participants to reflect on a broad, unspecified timeframe and report on “typical” workplace conditions (KEENAN; NEWTON, 1985). Consequently, seminal studies on conflict have focused on stressful events stemming from conflicts (HOBFOLL, 1989; SPECTOR; JEX, 1998), with interpersonal conflicts emerging as the most distressing occurrences (BOLGER et al., 1989).

Furthermore, observations have been made regarding communication dynamics between supervisors and subordinates. Subordinates frequently conform to what they perceive as acceptable rather than expressing their true beliefs. This underscores the importance of conflict management styles, as individuals may adopt a more compliant approach with supervisors compared to peers or subordinates. It is expected that individuals will employ an “avoidant” style more frequently with their superiors than with colleagues and more so with peers than subordinates (RAHIM, 1983).

Conflict styles are typically regarded as responses to specific situations. However, individual conflict styles can also shape an employee’s social environment, influencing the frequency of ongoing conflicts and, consequently, their experience of stress (FRIEDMAN et al., 2000).

Indeed, conflict with supervisors has been found to predict significant psychological outcomes for the organization, such as job satisfaction, organizational commitment, and turnover intentions (FRONE, 2000). Conversely, conflict with coworkers predicts personally relevant psychological outcomes, including depression, self-esteem, and somatic symptoms (FRONE, 2000). When examining individuals, interpersonal conflict at work correlates with stress-related outcomes such as psychological tension and exhaustion (DIJKSTRA, 2009). Therefore, both types of conflicts contribute to conflict-induced stress, leading to reduced well-being manifested as emotional exhaustion, absenteeism, and turnover intentions (DIJKSTRA; VAN DIERENDONCK; EVERS, 2005; GIEBELS; JANSSEN, 2020).

Nonetheless, despite the negative aspects associated with conflict, it has been found to yield certain benefits, contingent upon the type of conflict and the group's structural characteristics, such as task type, task interdependence, and group norms (Jehn, 1995). Moreover, conflict can shield groups from premature consensus or overlooking pertinent information and decision alternatives (LEHMANN-WILLENBROCK; GROHMANN; KAUFFELD, 2011). Consequently, conflict management can be undertaken by the disputants themselves, managers, or third parties (WALL, 1995).

Observations of task conflict generally reveal its association with effective decision-making, whereas relationship conflict tends to be linked with suboptimal decisions. Notably, both types of conflict often coexist within ongoing groups, presenting a prescriptive dilemma. These relationships are attributed to misinterpretations, wherein task conflict is inaccurately perceived as relationship conflict, aggressive task conflict tactics provoke relationship conflict, and relationship conflict is erroneously categorized as task conflict (SIMONS; PETERSON, 2000).

By fostering greater autonomy and responsibility, discussions and debates surrounding creative approaches to task completion within teams become feasible, consequently increasing the likelihood of conflicts of interest among team members (LEHMANN-WILLENBROCK; GROHMANN; KAUFFELD, 2011). These two forms of conflict align with the conceptual framework of task versus relationship conflict (JEHN, 1995).

Task conflict arises when there are disparities in perspectives, opinions, and ideas among team members, leading to disagreements regarding the content of their tasks. Conversely, relationship conflict typically involves mistrust, fear, anger, frustration, and other negative emotions stemming from interpersonal incompatibilities among team members (PELLED, 1996; JEHN; MANNIX, 2001; LEHMANN-WILLENBROCK; GROHMANN; KAUFFELD, 2011). Unlike task conflict, which is primarily task-oriented, relationship conflict encompasses social divergences that extend beyond work-related matters; within the

organizational setting, the responsibility for managing relationships and activities rests with the supervisor (TINDALE; DYKEMA-ENGBLADE; WITTKOWSKI, 2005; LEHMANN-WILLENBROCK; GROHMANN; KAUFFELD, 2011).

To examine the constructs concerning supervisors, subordinates, and the dynamics of task and relationship conflicts from the perspective of women workers, we designed the conceptual model in Figure 1 and postulated the following hypotheses:

Hypothesis 1. Supervisor-subordinate relationship conflict influences relationship conflict.

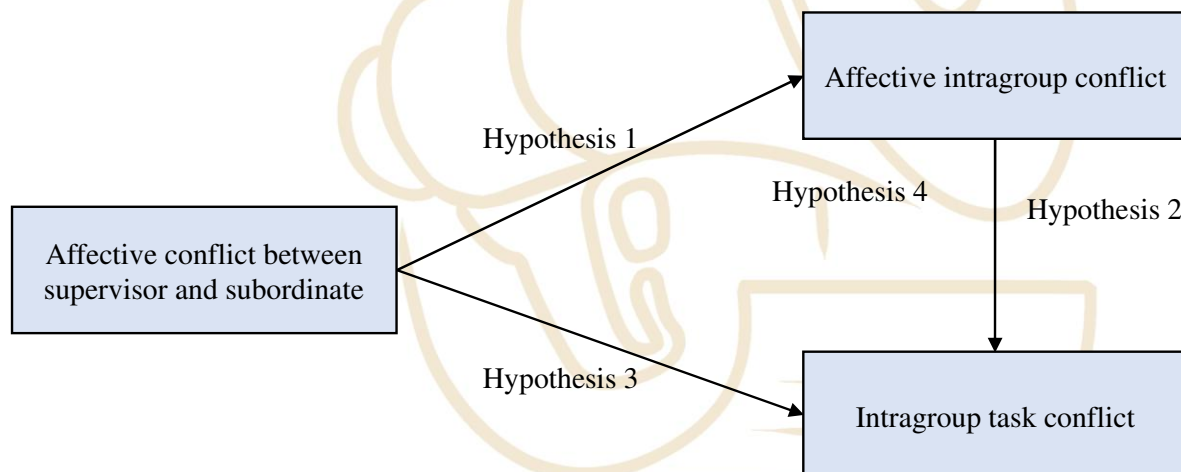
Hypothesis 2. Relationship conflict influences task conflict.

Hypothesis 3. Supervisor-subordinate relationship conflict influences task conflict.

Hypothesis 4. Relationship conflict mediates the interplay between supervisor-subordinate relationship conflict and task conflict.

Figure 1

Conceptual Model.



Researchers have also explored contexts conducive to gender observation. Watson and Hoffman (1996) concluded that women exhibited a lower degree of confidence and satisfaction with their own performance compared to men despite no discernible differences in behavior or outcomes achieved. Stulmacher and Walters (1999) observed that men consistently negotiated more favorable outcomes than women. They examined a range of factors—such as the gender of the opponent, relative power of the negotiator, integrative potential of the task, and communication mode as potential moderators of this effect. Brewer, Mitchell, and Weber (2002) investigated conflict styles across different gender roles. Their findings revealed that males tended to exhibit a dominant conflict style, while females were more inclined towards an avoidant style, and androgynous individuals favored an integrative

one. Moreover, individuals with higher organizational status tended to adopt the integrative style, whereas those with lower organizational status were more likely to resort to avoidant and complacent styles.

3 METHODOLOGICAL PROCEDURES

Individuals hold a pivotal role in business performance, serving as both catalysts for success and contributors to failure. However, people management is still a significant challenge for organizations. Therefore, management strategies play a crucial role in various processes, including those occurring within cooperatives (STECCA et al., 2021).

Credit unions serve as vital developmental tools in many countries (PINHEIRO, 2008). Unlike traditional banks, which are profit-driven and controlled by shareholders, financial cooperatives are established by members themselves to cater to their collective interests, managing resources in a manner that benefits all involved. Unlike banks, whose primary focus is not necessarily on investing in local communities, these credit unions prioritize investment in the regions where they operate as part of their fundamental principles. Hence, they play a significant role, and in today's competitive and dynamic market, continual development is indispensable for their progress and success.

To fulfill the study's objectives, we conducted an exploratory field study using a quantitative approach. This research is grounded in empirical surveys (BABBIE, 2003) characterized by cross-sectional designs, as data collection occurred at a single time point and was subsequently synthesized statistically (HAIR et al., 2005). The data utilized were primary (MALHOTRA, 2006).

To address the research question, we employed a structured questionnaire facilitated by the Google Forms tool, featuring a Likert-type scale containing the Intragroup Conflict Scale (ICS) and the Supervisor-Subordinate Conflict Scale (SSCS). The Intragroup Conflict Scale (ICS), developed by Jehn (1995), was translated and semantically adapted from English to Portuguese by Martins, Guimarães, and Oliveira (2006). It comprises two constructs: Relationship or Relationship Conflict, consisting of five items, and Task Conflict, consisting of four items. Similarly, the Supervisor-Subordinate Conflict Scale (SSCS), also developed by Jehn (1995), was translated and adjusted to reflect the context of relationships between subordinates and supervisors. Translated from English to Portuguese by Martins et al. (2007), each item was crafted to address conflicts in vertical relationships from the subordinate's perspective. Like the ICS, the SSCS encompasses two constructs: Relationship or Affective Conflict, comprising five items, and Task Conflict, comprising four items.

The unit of analysis for this study was the Cooperativa de Crédito de Livre Admissão de Luz LTDA (SICOOB CREDILUZ). In terms of research subjects, all 56 female employees of the cooperative were initially invited to participate. Invitations were extended through personal contact and/or via an instant messaging platform (WhatsApp), inviting them to partake in an empirical survey focusing on the topic of work-family conflict. A total of 50 women responded to the questionnaire, resulting in a participation rate of 89% within the period from September 8 to 12, 2022. In adherence to research ethics, the participants' names will remain undisclosed to maintain the anonymity of their identities.

The study sample comprised 50 women (100%). The majority (43 women) reported being aged between 21 and 40; 26 were married, 21 were single, and three were divorced. Regarding their educational background, 28 women had completed a postgraduate program, and 22 had attained higher education qualifications. In terms of their positions within the cooperative, 29 women held positions such as trainee, assistant, and associate, while 21 occupied supervisory, managerial, and superintendent roles. Regarding their tenure with the company, half of the sample (25 women) had worked for the company for two years, ten (10) had been employed for three to five years, four (4) for six to eight years, and 11 had worked for more than nine years.

Following data collection, the information was analyzed using IBM's SPSS® – Statistical Packages for the Social Sciences software package. Cross-tabulation of the data will facilitate a deeper understanding of the surveyed population and aid in addressing the research problem.

4 DATA ANALYSIS AND RESULTS

4.1 MODEL FIT

The models underwent analysis using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method, aided by the SmartPLS 4.0 software, and adhering to the guidelines outlined by Ringle et al. (2014).

The analysis comprised two distinct stages. Initially, a Confirmatory Factor Analysis (CFA) was conducted to validate the construct's fit indices, followed by the structural path analysis of the complete model.

The results of the CFA demonstrated a favorable fit for the measurement model (see Table 2), as evidenced by the composite reliability, Cronbach's alpha values, factor loadings, and Average Variance Extracted (AVE) scores meeting the recommended thresholds in the literature (FORNELL; LARCKER, 1981; HAIR et al., 2014). In essence, all factor loadings surpassed the critical value of 0.5 and were statistically significant at the 1% level ($p < 0.01$).

Table 2

CFA results – Convergent Validity

Constructs/Items	Relationship Conflict	Task Conflict	Supervisor-Subordinate Relationship Conflict
ICS_CAR1	0.737		
ICS_CAR2	0.717		
ICS_CAR3	0.835		
ICS_CAR4	0.785		
ICS_CAR5	0.791		
ICS_CT6		0.889	
ICS_CT7		0.893	
ICS_CT8		0.906	
ICS_CT9		0.872	
SSCS_CAR1			0.835
SSCS_CAR2			0.771
SSCS_CAR3			0.897
SSCS_CAR4			0.807
SSCS_CAR5			0.730

In addition, both the composite reliability and Cronbach’s alpha values surpassed the 0.7 threshold, while the Average Variance Extracted (AVE) scores reached the critical value of 0.5. The analysis procedures undertaken provide robust evidence of reliability and convergent validity (Table 3).

Table 3

CFA results – Reliability and Validity of the Constructs

	a	CR	AVE
ICS_CAR	0.835	0.844	0.599
ICS_CT	0.913	0.921	0.792
SSCS_CAR	0.869	0.877	0.656

Regarding discriminant validity, the square roots of the constructs surpass the correlations between them, as recommended by the literature (FORNELL; LARCKER, 1981; HAIR et al., 2014). Thus, the CFA results indicate robust discriminant validity (Table 4).

Table 4*Correlations and Discriminant Validity*

Constructs/Items	1	2	3
1 – Relationship Conflict	0.774		
2 – Task Conflict	0.704	0.890	
3 – Supervisor-Subordinate Relationship Conflict	0.425	0.427	0.810

Note 1. Diagonal values (in bold) represent the square roots of the AVE.

Note 2. All correlations are significant at 1% ($p < 0.01$).

Subsequently, the goodness of fit indicators for the models was assessed. The analysis outcome indicated that the models exhibit predictive validity. Moreover, the results revealed satisfactory effect sizes and variance inflation factors (VIFs) < 0.5 , along with Chi-squared and NFI (HAIR et al., 2014). These findings are outlined in Table 5.

Table 5*Models' Goodness of Fit*

	f^2	R^2	Chi-square	NFI
Relationship Conflict	0.688	0.163		
Task Conflict	0.041	0.495	168,240	0.682
Supervisor-Subordinate Relationship Conflict	0.22	****		

4.2 RESULTS

The Structural Equation Modeling (SEM) of the model was estimated using the bootstrapping method with $n=50$ and 5,000 repetitions (Ringle et al., 2014). This model examined the relationships between intragroup conflict and relationship conflict between supervisor and subordinate. It was observed that, except for the relationship between supervisor-subordinate relationship conflict and task conflict, all other relationships exhibited statistical significance, thus confirming three out of the four hypotheses proposed in this study. These findings are presented in Table 6 and Figure 2.

Table 6

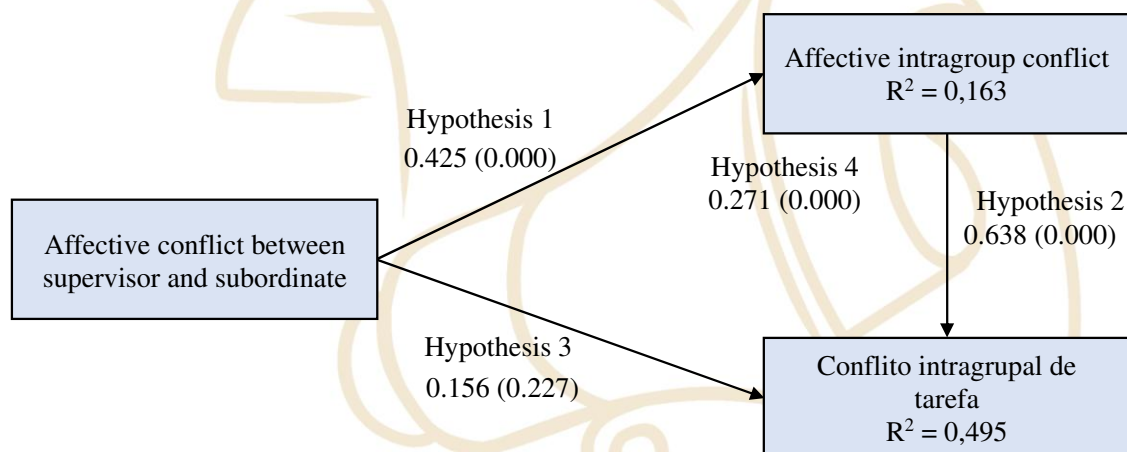
Evaluation of the Models' Hypothetical Structural Relationships

	Original Sample	Sample Mean	SD	t	p
Supervisor-subordinate relationship conflict -> Relationship conflict	0.425	0.457	0.098	4355	***
Relationship conflict -> task conflict	0.638	0.653	0.092	6960	***
Supervisor-subordinate relationship conflict -> Task conflict	0.156	0.150	0.129	1208	NS
Supervisor-subordinate relationship conflict -> Relationship conflict -> Task conflict	0.271	0.299	0.085	3206	***

Note. Critical limits for the t-test (n>=100) are as follows: 1.65 = p<0.10*, 1.96 = p<0.05**, 2.53 = p<0.01**.

Figure 2

Adjusted Conceptual Model



In this sample, we discovered that supervisor-subordinate relationship conflict positively impacted relationship conflict (H1), yet it did not directly affect task conflict (H3). Furthermore, a positive correlation was observed between relationship conflict and task conflict (H2). However, relationship conflict mediated the interplay between supervisor-subordinate relationship conflict and task conflict (H4), indicating an effect through an intermediary variable.

5 DISCUSSION AND FINAL REMARKS

We delved into the roles of three types of conflicts in the workplace (task conflict, affective or relationship conflicts, and supervisor-subordinate relationship conflict), each linked to disputes over specific work tasks, interpersonal animosity fueled by emotions, or broader organizational issues of relevance (BRUK-LEE; NIXON; SPECTOR, 2013).

In this case study, these conflict types are regarded as stressors, intertwined with various psychological, behavioral, and physical tensions. What distinguishes this research is

its holistic examination of the organizational landscape (task conflict), managerial dynamics (supervisor-subordinate relationship conflict), and interpersonal relationships (affective or relationship conflicts), offering an integrated view of organizational conflict (JEHN, 1995).

Within the organizational milieu, the relationship dynamics between supervisors and subordinates, when mediated by relationship conflicts, emerged as influential factors shaping task conflicts among female credit union workers. Notably, no direct correlation between supervisor-subordinate conflicts and task conflicts was discerned. Put differently, relationship conflicts were found to induce emotional exhaustion at the team level, potentially leading to task-related challenges (BEITLER; SCHERER; ZAPF, 2018). Furthermore, task conflicts exhibited a notably weaker association with supervisor-subordinate relationship conflicts (MEIER et al., 2013; NIXON; BRUK-LEE; SPECTOR, 2016).

Previous research on organizational conflict has predominantly focused on its effects on affect and productivity/performance, often overlooking individual well-being. This study sheds light on the significant impact of relationship conflict in the workplace as a potent stressor influencing task outcomes (DIJKSTRA; BEERSMA; EVERS, 2011). To mitigate the negative repercussions of conflicts, supervisors can implement conflict management interventions, offering a potential avenue for reducing adverse outcomes among female workers (HILL; CHÊNEVERT; POITRAS, 2015).

We contend that both individual and organizational factors play pivotal roles in shaping women's responses to workplace conflicts, a notion validated by the findings of this study. This is justified by the fact that individual factors such as cognitive flexibility, empathy, and emotional regulation, coupled with women's inherent suitability for managing conflict situations, hold promise for conflict resolution and can be cultivated through training. Organizational interventions, encompassing individual and group conflict management training, as well as mediation programs, can serve as catalysts for developing conflict resolution skills (GILIN OORE; LEITER; LEBLANC, 2015).

Women grappling with interpersonal conflicts in the workplace often report diminished well-being, job satisfaction, and performance, alongside strained relationships with supervisors, subordinates, and team members (HARVEY; BLOUIN; STOUT, 2006). Consequently, we believe that the managerial implications of our research underscore the importance of fostering conflict resolution skills. On a practical level, this entails supervisors actively seeking cooperation following workplace conflicts (AYOKO, 2016).

While women are increasingly participating in the labor market, the burden of household chores remains disproportionately on them, with women shouldering the majority of domestic and familial responsibilities. Additionally, wives continue to play a significant

supportive role for their spouses in their professional endeavors. Organizational management models that acknowledge this dynamic can mitigate conflicts among women, thereby reducing turnover rates, as women often leave their jobs due to the strain of managing dual roles (YAVAS, 2008).

In other words, our research findings underscore the intricate emotional toll of daily stressors and underscore the imperative to concentrate efforts on mitigating interpersonal conflicts within the organizational milieu to alleviate depressive symptoms. These symptoms exacerbate vulnerability to conflicts, creating a detrimental cycle characterized by substantial psychological and economic costs (MEIER; SEMMER; GROSS, 2014).

Despite the significance of interpersonal conflict in analyzing organizational conflicts, researchers have yet to explore the role of conflict intensity in amplifying individuals' affective responses to it (BURNARD et al., 2021). Moreover, while work-family conflict and interpersonal conflict at work pertain to distinct spheres, future research could integrate both constructs and incorporate emotional demands (ITO; BROTHERIDGE, 2012; LIU et al., 2015). Another underexplored area is conflict styles, including the psychosocial consequences of adopting specific styles in stressful situations, as well as conflict management strategies (CHUNG-YAN; MOELLER, 2010; BÉLANGER et al., 2015).

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