

Organizational Intrapersonal Conflict and its Impact on Individual Work Performance Amongst Administration Employees at the Public Hospital Enterprise (EPH) Houari Boumediane, Ksar El Hirane, Laghouat

الصراع التنظيمي الداخلي للفرد وأثره على أدائه الوظيفي لدى العمال الإداريين بالمؤسسة العمومية الإستشفائية هواري بومدين، قصر الحيران، الأغواط

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الملخص: يهدف هذا البحث الى إبراز العلاقة بين الصراع الداخلي للفرد لعمال إدارة المؤسسة العمومية الإستشفائية هواري بومدين بقصر الحيران بولاية الأغواط و الأداء الوظيفي للأفراد. تم جمع بيانات إستبيان لـ 59 فرد و تم تحليلها بمنهجية النمذجة بالمعادلات الهيكلية باستخدام طريقة المربعات الصغرى (PLS). النتائج المتوصل إليها بعد التحليل الإحصائي باستخدام البرنامج (Smart PLS 3.0) أظهرت وجود أثر قوي للصراع الداخلي للأفراد على أدائهم الوظيفي.

الكلمات المفتاحية: الصراع، الصراع الداخلي، الصراع التنظيمي، الأداء، الأداء الوظيفي للأفراد، المؤسسة العمومية الإستشفائية هواري بومدين قصر الحيران الأغواط.

Abstract: The aim of this research is to explore the relationship between intrapersonal conflict among administration employees of the Public Hospital Enterprise (EPH) Houari-Boumediane Kaser El Hirane located in the Wilaya of Laghouat and their individual work performance. Survey data was collected from 59 respondent and analysed using structural equation modelling using PLS methodology. The result of the study after the statistical analysis using the programme (Smart PLS 3.0) revealed that there is a strong impact of intrapersonal conflict and individual work performance.

Key Words: Conflict, Intrapersonal conflict, Organizational conflict, Performance, Individual work performance, Public Hospital Enterprise (EPH) Houari-Boumediane Laghouat.

JEL Codes: D74, J53, M54.

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Introduction:

The intense competition in a rapid changing environment has forced organizations to seek perfection and effectiveness regarding managing its material, financial and human resources. The latter poses a demanding challenge for managers in terms of motivating and leading employees to focus towards the same direction and a specific goal that serves the organization's ultimate strategy. One challenge, amongst many others, that organizations have to deal with in daily basis is managing conflicts that occur within its staff. The diversification of people's culture, traditions, education and preferences ... etc. has made organizational conflict an inevitable situation in the workplace.

Conflict may reach a level where employees become enemies and work against each other, which might cause a negative impact on their job performance. The tension of organizational conflict varies from an enterprise to another due to multiple factors related. It might have to do with number of employees, background differences or even the organisation's field of work itself ... etc.

On the other hand, organizations are seeking their productivity, and employees' performance in particular. Individual Work Performance (IWP) is an important aspect to focus on. Increasing productivity through job performance considered as a commonly researched field in literature of organizational behaviour and human resource management.

Research problematic: In light of the presented introduction, the main question for this article is: *To what extent intrapersonal conflict amongst Public Hospital Enterprise Houar Boumadian "EPH HB" employees impact their individual work performance?*

Research hypothesis:

H1: There is statistically significant impact of intrapersonal conflict on individual work performance.

1. Intrapersonal Conflict:

1.1. Defining Intrapersonal Conflict:

Before jumping directly to the definition of intrapersonal conflict, we should present a brief understanding of organizational conflict. Throughout the literature review, researchers had different view of prospective towards the subject of conflict. Coser presented in 1968 his definition the level of tension conflict can reach, when he said that conflict is "a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralize, injure or eliminate their rivals" (Himes, 2008, p. 13). Tedeschi and colleagues illustrated the incompatible situation when they defined conflict as "an interactive state in which the behaviour or goals of one actor are to some degree incompatible with the behaviour or goals of some other actor or actors" (Tedeschi et al., 2011, p. 232). Rahim (2001), on the other hand, believes that conflict is "an interactive process manifested in incompatibility, disagreement, or dissonance with or between social entities (i.e., individual, group, organization, etc.)" (p. 18).

There is a general agreement amongst academicians that organizational conflict consist of four levels of conflict: (1) Intrapersonal conflict; (2) Interpersonal

conflict; (3) Intragroup conflict; (4) Intergroup conflict (Bercovitch, 1983; Rahim, 2001; Olakunle, 2008). Our study shall focus on the Intrapersonal level of conflict.

Intrapersonal conflict occurs within a member of an organization, when one member experience self-contradictions in his professional career, (i.e., individuals face inner conflict in certain times when facing incompatibility between their given tasks, roles, and their abilities to perform them, another example when an employee do a job that does not match his value and principles create self-conflict feelings and behaviour) (Bercovitch, 1983; Rahim, 2001; Olakunle, 2008);

1.2. Sources of Conflict:

In this section, we aim to present, from various prospective, the sources that leads to a potential intrapersonal conflict which will help understanding its nature and implications:

In 1964 Katz mentioned three sources for potential organizational conflict: (1) Structural conflict: is caused when the structural design affect employees manage and coordinate tasks. (2) Role conflict: is caused due to a certain behaviour related to the role and job given to an employee. (3) Conflict for resources: occurs when tasks and resources given for the accomplishment of those tasks are not matched (Bruno, 2019).

Robbins also presented in 1974 three factors that can be considered as sources of conflict, he argued that understanding correctly these sources will help managers dealing with conflict the right way: (1) communicational factors: which could be any misunderstanding that occur when employees communicate or misuse information. (2) Structural factors: related to organizational and structural roles such as conflict in functions or responsibilities. (3) Personal factors: are the differences between individuals in personality (Robbins, 2009).

Rahim (2001) introduced a classification of ten sources of conflict, two of which can be recognized as intrapersonal conflict sources: (1) Conflict of values: is the incompatibility of parties in their values or ideologies on certain subjects and issues related to their job. (2) Goal conflict: occurs when one or more social entities have different outcome preferences of a certain process.

1.3. Measurement of Intrapersonal Conflict:

In this research paper, we have adapted Rahim's instrument to measure intrapersonal conflict (Rahim, 1983) to fit the purpose of the study.

2. Individual Work Performance:

2.1. Defining Individual Work Performance:

Individual work performance IWP is the most demanded subject in human resources portfolio after developmental intervention (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel et al., 2004). In terms of an agreed definition of individual work performance, there is no generally recognized one. Campbell, McHenry, and Wise (1990) stated the most cited definition of individual work performance. The authors referred to it as "behaviours or actions that are relevant to the goals of the organization." (p.314). Viswesvaran and Ones (2000) defined work performance as: "scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals." (p.217).

Furthermore, (Campbell et al., 1990) insisted that job performance is an individual level variable.

2.2. Dimensions of Individual Work Performance:

A number of literature reviews accept as true that individual work performance is a multi-dimensional concept. These multiple dimensions consist of various indicators that can be measured (Borman & Motowidlo, 1997; Borman, Klimoski, & Ilgen, 2003; Motowidlo, 2003; Sonnentag et al., 2008). In our research we shall adopt the three dimensions of job performance stated above as indicators of measurement.

a. Task performance: Borman and Motowidlo (1993) refer to task performance as a behaviour that contribute to the organization's technical core in a direct or indirect manner. Engelbrecht and Fischer (1995) stated that task performance from a manager stand point includes action orientation (i.e., accomplishing things, decisiveness), task structure (i.e., planning, leadership), and investigating and judging (i.e., problem solving).

b. Contextual performance: Borman and Motowidlo (1997) define contextual performance as behaviours that support the social and psychological environment of an organization in order that technical core functions properly. Koopmans and colleagues stating that contextual performance is an extra behaviour and action that passes original assigned work which support the organization achieving its objectives by performing extra tasks, making initiatives, developing knowledge and skills (Koopmans et al., 2011). Several indicators permit the measurement of contextual performance have been developed. Few examples of these indicators are: volunteering, persisting, helping, cooperating and following rules (Borman & Motowidlo, 1993); written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration (Campbell, 1990).

c. Counterproductive work behaviour: According to Rotundo and Sackett (2000) counterproductive work behaviour refers to actions and behaviours that puts the wellbeing of the organization in harm. Motiwidlo (2003) sees it as behaviours that are in contradiction with the organization's objectives. And behaviours that are characterized with negativity values which does not serve the organizational effectiveness (Viswesvaran & Ones, 2000). Murphy (1989) suggested few indicators that represent counterproductive work behaviours for instance behaviours that leads to losses, damage or setbacks of productivity, and work avoidance behaviour. Hunt (1996), on the other hand, adds theft, absenteeism. Other indicators than we have previously mentioned are being late for work, engaging in other tasks, purposely making mistakes, engaging in behaviours that harm colleagues and supervisors, misuse of provided resources, and misuse of information.

2.3. Measurement of Individual Work Performance:

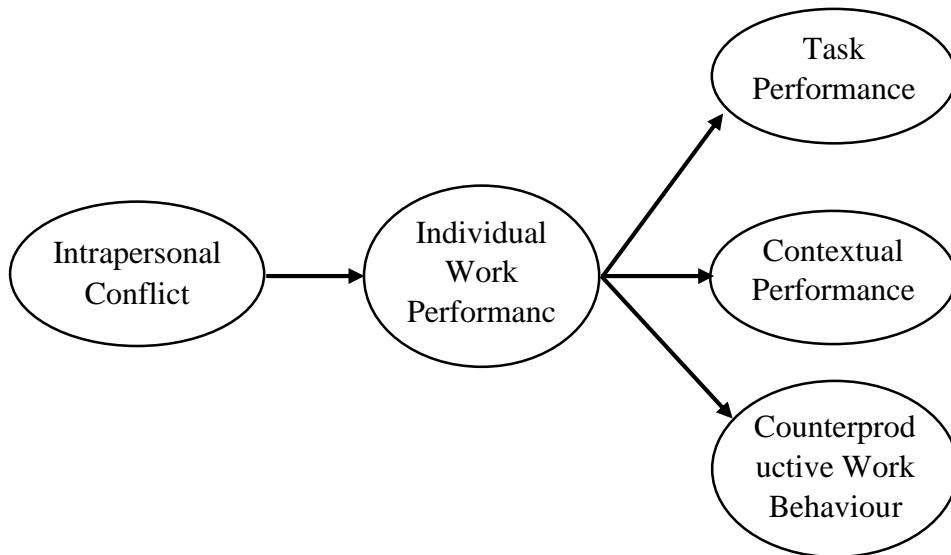
Regarding the measurement of this variable, we have adopted a modified scale combined of Individual Work Performance Questionnaire (IWPQ 1.0) which was proposed by Koopmans and colleagues (Koopmans et al., 2014); And other items

developed by us included in the scale based on the previous indicators mentioned above.

3. Methodology:

3.1. Research model:

Fig. 1: Research model design:



Source: By Authors.

3.2. Research Steps:

We have used a questionnaire as a primary tool to collect data related to our research. 70 questionnaires were distributed to the employees of “EPH HB”, 59 of which were fit for analysis. The survey was launched on September 8th, 2019.

The questionnaire was divided into two section: the first section reveals personal information of the respondent (gender, age, scientific qualification, and work experience); The second section contains items that define the indicators of our research variables. A five scale likert was adopted to measure respondents’ answers.

The table below illustrates the number of questionnaire item used on each variable.

Table 1: Number of questionnaire items.

Variables	Dimensions	Number of items	Items definition
Intrapersonal conflict	Intrapersonal conflict	10	IPC 1 to IPC 10
	Task performance	06	ITP 11 to ITP 16
Individual work performance	Contextual performance	07	ICP 17 to ICP 23
	Counterproductive work behaviour	07	ICPWB 24 to ICPWB 30

Source: By Authors.

3.3. Statistical tools used:

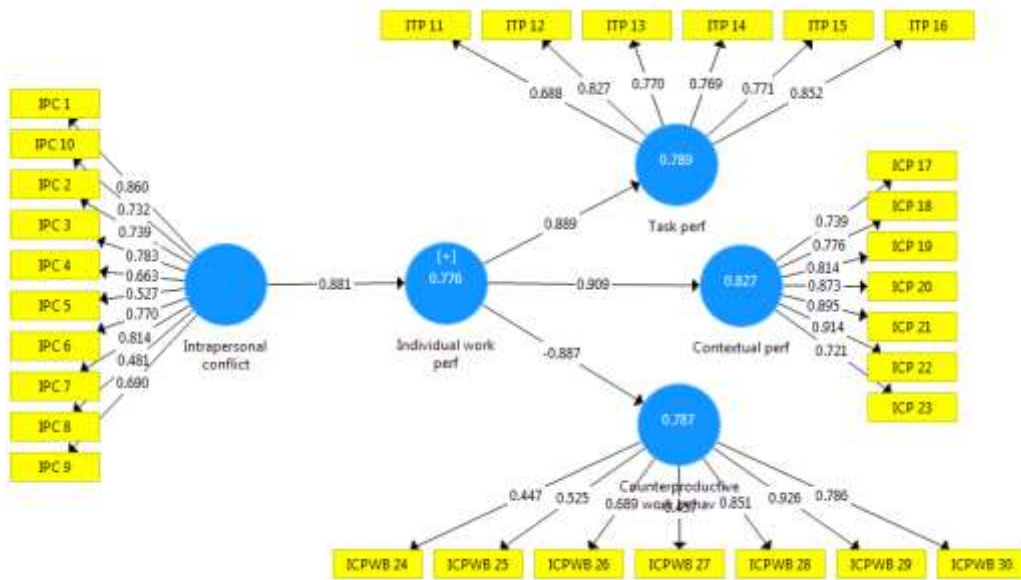
In order to reach the set objectives for this study, we have applied in this research two programmes to analyse collected data: SPSS version 24; and Partial Least Square “PLS” methodology using Smart PLS 3.0 (student version) to analyse the relation between variables and test the research hypotheses. The reliability and validity of the scale were tested by Cronbach’s Alpha, Average Variance Extracted (Pvc) and Composite Reliability (Pc).

4.Results and discussion:

4.1. Assessment of the measurement model:

a. Model at first: Structural Equation Modelling (SEM) outcomes in the first illustrated that the model is compatible with data research. The dimensions of individual work performance (task performance, contextual performance, and counterproductive work behaviour) are affected by employees’ intrapersonal conflict.

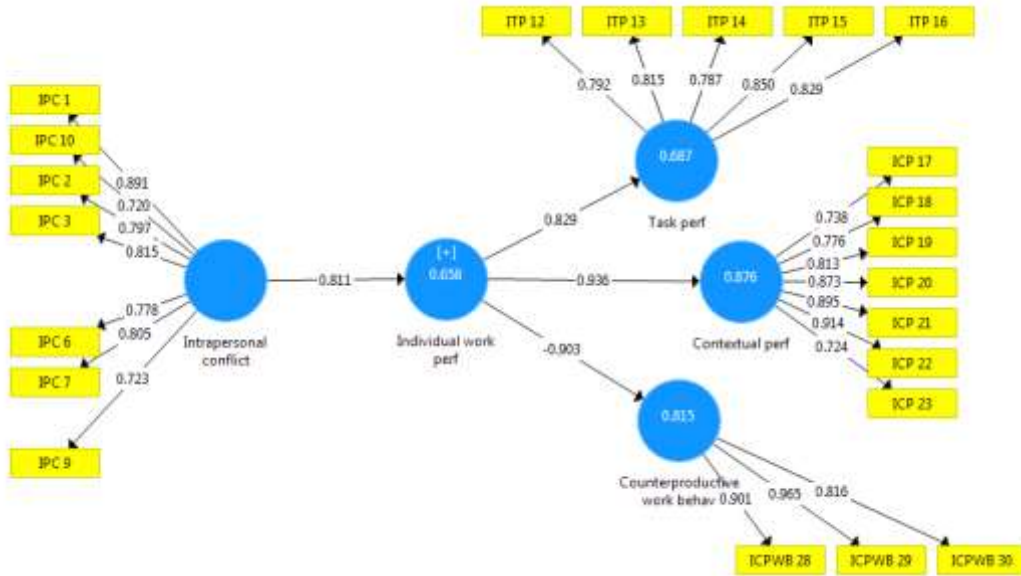
Fig. 2: first result of our research SEM model.



Source: By Authors based on Smart PLS 3 output.

b. Model at last: After the first calculation of our research model, we have deleted all items that indicated Individual Item Reliability less than 0.7. The 08 deleted item are as follow: ICP 4, ICP 5, ICP 8, ITP 11, ICPWB 24, ICPWB 25, ICPWB 26, and ICPWB 27.

Fig. 3: Result of our research SEM model at last.



Source: By Authors based on Smart PLS 3 output.

c. Consistency and Reliability: The previous figure shows all items factor loading scoring more than 0.7. Our model is tested through composite reliability or Cronbach’s Alpha. Composite reliability is the measure of reliability are statistically accepted. The next table (Table 02) demonstrates the composite reliability differ from 0.908 to 0.935 which is above the recommended value of 0.7. AVE results are between 0.627 and 0.803 which is more than 0.5. This proves that our model is internally consistent.

Table 2: Research model’s Cronbach’s alpha, composite reliability (Pc), and average variance extracted (AVE)

	Cronbach’s Alpha	Composite Reliability	Average Variance Extracted (AVE)
Intrapersonal conflict	0.900	0.921	0.627
Task performance	0.873	0.908	0.664
Contextual performance	0.918	0.935	0.675
Counterproductive work behaviour	0.975	0.924	0.803

Source: By Authors based on Smart PLS 3 output.

d. Discriminant validity: Fornell-Larcker criterion indicates that the latent variable should explain better the variance of its own indicators than the variance of other latent variables by showing the highest score, just as table 03 demonstrates.

Table 3: Model's Fornell-Larcker criterion

	Contextual performance	Counterproductive work behaviour	Intrapersonal conflict	Task performance
Contextual performance	0.822			
Counterproductive work behaviour	-0.807	0.896		
Intrapersonal conflict	0.735	-0.708	0.792	
Task performance	0.618	-0.657	0.718	0.815

Source: By Authors based on Smart PLS 3 output.

4.2. Assessment of the structural model:

a. R and R Square value: Chin and Marcoulides (1998) suggested that when the value of R Square is more than 0.67, it is considered high. Thus the independent variable "Intrapersonal conflict" is explained by 87.6, 81.5, and 68.7 percent by dependant variables "Contextual performance", "Counterproductive work behaviour", and "Task performance" respectively.

Table 4: Model's R Square value:

	R Square	R Square Adjusted	Result
Contextual performance	0.876	0.872	High
Counterproductive work behaviour	0.815	0.809	High
Task performance	0.687	0.675	High

Source: By Authors based on Smart PLS 3 output.

b. f Square value: Furthermore, the effect size f square, which indicates the relative effect of a particular dependent latent variable on independent latent variable, is considered high when it is above 0.35 (Cohen, 1988).

Table 5: Model's f Square value

	Individual work performance	Result
Intrapersonal conflict	1.923	Large effect size

Source: By Authors based on Smart PLS 3 output.

c. Latent variables correlations: This test presents the degree of correlation between the study's variables. The result below shows a strong correlation between the research variables, negative in case of the latent variable "Counterproductive work behaviour", and positive in all others.

Table 6: Latent variables correlations

	Contextual performance	Counter-productive work behaviour	Individual work performance	Intra-personal conflict	Task performance
Contextual performance	1.000				
Counter-productive work behaviour	-0.807	1.000			
Individual work performance	0.936	-0.903	1.000		
Intrapersonal conflict	0.735	-0.708	0.811	1.000	
Task performance	0.618	-0.657	0.829	0.718	1.000

Source: By Authors based on Smart PLS 3 output.

d. Q Square value:

Q Square value demonstrate the ability of the model's dependant variables to forecast and predict the model's independent variable. Q Square is acceptable when it is positive, above the value 0.

Table 7: Model's Q Square:

	Q2 = (1-SSE/SSO)	Result
Contextual performance	0.543	Acceptable
Counterproductive work behaviour	0.602	Acceptable
Individual work performance	0.314	Acceptable
Task performance	0.393	Acceptable

Source: By Authors based on Smart PLS 3 output.

e. Goodness of Fit of the model:

The measurement of Goodness of Fit (GoF) illustrates the global fit of the research model, the purpose of GoF is to account on the study model. Fit of models is considered high when GoF is higher than 0.36 (Wetzels & Odekerken, 2009).

Table 8: Model's GoF value:

GoF
0.741

Source: By Authors based on Smart PLS 3 output.

f. Path coefficient of the research hypotheses:

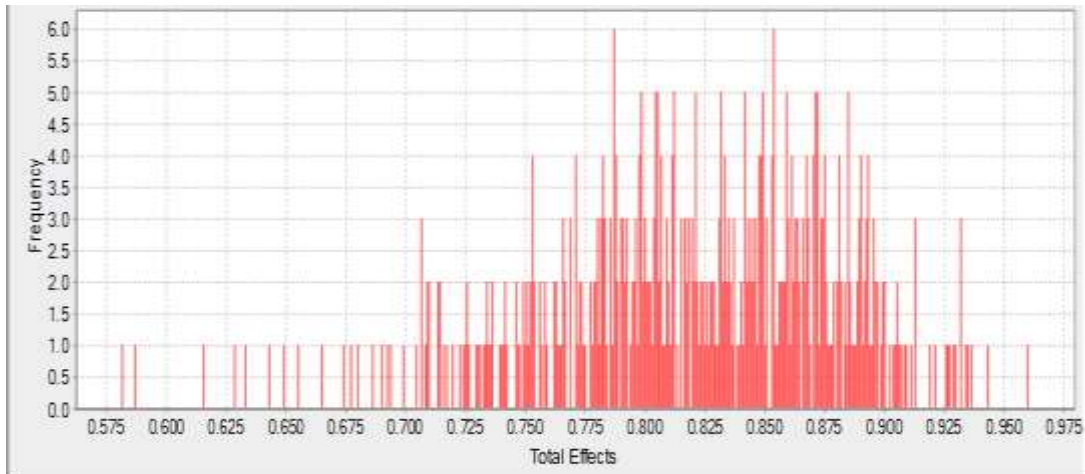
Table 9: Path coefficient and hypotheses test:

Hypo	Relationship	Std. Beta	Std. Error	T-value	P-value	Decision
H1	Intrapersonal conflict → Individual work performance	0.81	0.061	13.235	0.000	Supported*

Significant at P* = < 0.001

Source: By Authors based on Smart PLS 3 output.

Fig. 4: Total effect histogram: intrapersonal conflict on individual work performance



Source: By Authors based on Smart PLS 3 output.

From the table and the figure above, according to P-value (0.000) there is a strong significant relationship between intrapersonal conflict and individual work performance. We note that the impact of intrapersonal conflict on individual work performance has reached 81.1 per cent.

Conclusion:

After we have demonstrated most relevant results of our questionnaire using structural equation modelling methodology, specifically partial least square, we have concluded that: *There is a significant impact of intrapersonal conflict on individual work performance.*

In other words, the contradiction of employees about their job have a huge impact on their productivity. When an employee is asked to perform a task that does not match his preferences or contradict with his value and principles, the outcome of his performance will not be similar to the result of performing tasks that suits him and match his organizational objectives. Furthermore, the miss placement of workers within an organization will generate a feeling of incompatibility between employees and their duties, which will strongly impact their work performance on the individual level and the performance of the organization as a whole.

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