Interpersonal Conflict and Prosocial Behaviour

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Abstract: The study gives insight into how relational and task interpersonal conflict influences prosocial behaviour at the workplace. Emphasizing the importance of how to reduce disagreement at work place and give helping hands to others for a successful job performance in the organisation. The study shows influence of relational and task interpersonal conflict on prosocial behaviour.

Keywords: Interpersonal Conflict, Relational Interpersonal Conflict, Task Interpersonal Conflict Prosocial Behaviour, Altruism, Benevolence

INTRODUCTION

The search to increase the wealth in this age of high vitality and stiff competition, have made most organisations to shift attention from investing in sophisticated equipment to enhancing the employee's positive behaviour. Organisations have realised that the sophisticated equipment acquired, cannot yield result when the employee exhibit negative behaviour. Enhancing right attitude had been recognised as a positive solution for harmony, employee commitment and effectiveness of the organisation. Several factors are responsible for conflicts in the workplace; however, the study focus is on interpersonal conflict (IPC) and prosocial behaviour (PB).

Interpersonal Conflict consist of three different components, the behavioural, cognitive, and affective component (Study.Com, 2019). The behavioural component of conflict involves individual objectives interferences, such as when co-workers are competing in a contest, and one constantly bugs another to ensure the person's failure, destroying vital work information of another person. This involves focusing attention on people's weakness to destroy them instead of encouraging and accepting their behavior. This three-component mentioned above affect task in the organisation.

Sometimes overlap between relationships can cause not separating work issues from personal issues. When people focus on personalities or behaviours, conflicts can escalate quickly. Task differences and achieving individual task goal and objectives sometimes make one not to consider individual action on others, thereby escalating disagreement at the workplace. Conflict among parties reduces offering help, healthy rapport and giving helping hand reduces

among incompatible parties. Helpful behaviour is directed towards enhancing or promoting the well-being of another (Gupta & Thapliyal, 2015). Act, such as donating, helping, cooperating, volunteering and sharing maintains the integrity and others security. We live in a changing network of associated family members, colleagues, friends, and school mates. We cooperate but sometimes, there exist contradictory goals, actions, beliefs, opinions and competition for limited resources or miscommunications and misunderstandings, that result in conflicts.

An organisation consists of people from different culture, backgrounds, and religions. This conflicting interest results in the misunderstanding that made them not to offer helping hand to their colleagues. It takes cooperation to benefit from helping, but how can an organisation achieved these when conflicts are not minimized?

Negative behaviours such as hatred, gossips, favoritism, viciousness, jealousy exist among workers, resulting in unhealthy association at workplace. Hence, understanding individual differences and the "give and take" of bond is crucial at one point or the other, as human being we need help. Can conflict enable one to give unbiased and rewarded help? The study answers this question. The study ascertains whether interpersonal conflicts relate to prosocial behaviour, by determining relational and task interpersonal conflict influence on prosocial behaviour.

LITERATURE REVIEW

Conflict is a disagreement among parties with conflicting needs, interests or concerns. Conflict is incompatibility in thoughts and values (Jehn & Bendersky, 2003). According to Zeb-Obipi (2019), it interests differences between or among parties, resulting in interference in another party's achievement of its goals, and with hostility.

Bao, Zhu, Hu, & Cui (2016), defines interpersonal conflict as an interaction of interdependent people who sense disagreement and opposing interests, incompatibility and the possibility of interference from others. According to Zeb-Obipi (2019), it is a conflict among parties because of ego, transaction and open play game. He identified interpersonal conflicts as, open self-conflict, hidden self-conflict, blind self-conflict, discovered self-conflict and undiscovered self-conflict. Interpersonal conflict is disagreement, interest differences, incompatibility of goals, negative emotions and interferences in goal achievement. A relationship conflict occurs due to incompatibilities, tension, animosity, socioemotional annoyance among parties. This problem affects work efficiency. Task conflicts are content, ideas and performance procedures that lower morale if not controlled.

Prosocial behaviour (PB) is a beneficial action, such as kindness, helping, cooperating, and donating. It originates from McDougall (1908), who posits that it is the result of tender emotions created by the parental instinct, but most current research relates it to lay and scientific reactions to the non-responsive bystander in Kitty Genovese murder. The story generates different situational reasons for prosocial behaviours and uncovered that the higher in numbers of people that witness a situation, the lower the personal responsibility of people.

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│ │  Relational Interpersonal│ │                   │ │        Altruism          │ │
│ │        Conflict          │ │                   │ └─────────────────────────┘ │
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│ │    Task Interpersonal    │ │                   │ │      Benevolence         │ │
│ │        Conflict          │ │                   │ └─────────────────────────┘ │
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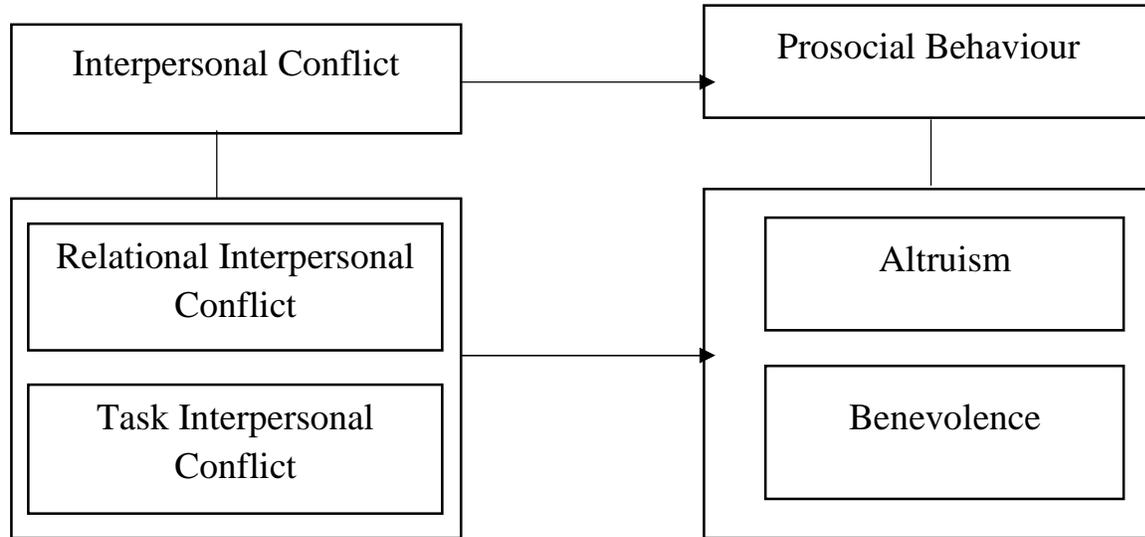
Fig 1:   Conceptual framework of Interpersonal Conflict and Prosocial Behaviour.
Source: Researcher (2019).

PB is a wide-ranging class of behaviours that includes any action that provides benefit to others like following rules in a game, honesty and cooperating in social situations. These actions are motivated by compassion or social benefits. Prosocial behaviour as helping others sincerely, given pure altruism which is entirely motivated by self-interest without reward and benevolence which benefit another intentionally.

Altruism is a prosocial behaviour that profits others but confers the associated costs to the obligatory, facilitate cooperation, build trust, encourage information, and improve internal communication in organisations. Altruism involves putting others objectives before one's own, exceeding and forfeiting benefits for a mutual purpose and demonstrating selflessness through positive service.

Prosocial behaviour involves assisting (Coetzer, Bussin, & Geldenhuys, 2017); Seeking outcomes that provide the highest benefit to others and acting toward that end (McCaskill, 2017); acting ethically (Batson, 2008); voluntary and unrewarded benefit (Mallén *et al.,* 2014) and noble behaviours (Coetzer et al., 2017; Curry, Smith, & Robinson, 2009; Singh & Krishnan, 2007).

Benevolence is an impure altruism prosocial behaviour with self-centred motives. Human beings engage in activities that are costly to themselves and mostly benefit others if they feel happy about doing it. The same person that can assist others might decide to withhold assistance because of misunderstanding or disagreement among the parties. What makes one decides to give help? Why would an employee assist another? To what extent is it possible for employees to help others for apparently no rewards in organisations? Why do employees intentionally refuse to help others even in situations that warrant help in organisations?

Conflict, an incompatible behaviour or goal between individuals is inevitable, as individuals enter a conflict with those they live in groups with and interact with . Although conflict might be viewed as a negative event, it also has positive effects. For instance, a conflict can provides opportunities to negotiate with others and their environments. Such events could

also promote social cognition development and social competence.

Conflict events are common in interpersonal relationships, but people have opportunities to negotiate relationships with peers while balancing autonomy needs (Ladd, 2005). Reconciling after conflict maintains bonds between individuals and individuals may use this behaviour towards a variety of goals. For example, prosocial behaviours may be used to resolve individuals' disagreements, repairing potential harm caused by conflict, to maintain positive peer relationships.

Interpersonal conflict reduces prosocial behaviour among employees, as anti-social behaviour promotes interpersonal conflicts in the organisation. However, a basic question that people have asked is whether employees help others in situation of disagreement. Helping others in place of work decreases with conflicting differences at the workplace.

METHODOLOGY

The study examines interpersonal conflicts and prosocial behaviour among employees of 10 hospitalities firms in Port Harcourt. the population comprises 200 employees of this firms and a total of 132 employees constituted the sample. But only 125 questionnaires returned were used as the sample. The questionnaire was rated on 4-point Likert scale of strongly agreed, agreed disagreed and strongly disagree. Spearman rank Correlation Coefficient.

RESULT AND FINDINGS

Table I: Correlation of Relational Interpersonal Conflict and Prosocial Behaviour.

			Relational Interpersonal Conflict	Altruism	Benevolence
Spearman's rho	Relational Interpersonal Conflict	Correlation Coefficient	1.000	.525[**]	.565[**]
		Sig. (2-tailed)	.	.000	.000
		N	125	125	125
	Altruism	Correlation Coefficient	.525[**]	1.000	.545[**]
		Sig. (2-tailed)	.000	.	.000
		N	125	125	125
	Benevolence	Correlation Coefficient	.565[**]	.545[**]	1.000
		Sig. (2-tailed)	.000	.000	.
		N	125	125	125

Source: SPSS Output, 2020.

Relational Interpersonal Conflict and Altruism: The analysis findings show a significant level $p < 0.05$ (0.000 < 0.05), rho = 0.525[**]. This shows the existence of connectivity between relational interpersonal conflict and altruism. The null hypothesis, Ho₁, is rejected and the alternate accepted.

Relational Interpersonal Conflict and Benevolence: The result depicts a significant level $p < 0.05$ $(0.000 < 0.05)$, rho = 0. 565^{**}. This shows an association between relational interpersonal conflict and benevolence. The null hypothesis Ho$_2$, is rejected and the alternate accepted.

Table 2: Correlation of Task Interpersonal Conflict and Prosocial Behaviour .

		Task Interpersonal Conflict	Altruism	Benevolence
Spearman's rho	Task Interpersonal Conflict	Correlation Coefficient	1.000	.455**	.475**
		Sig. (2-tailed)	.	.001	.002
		N	125	125	125
	Altruism	Correlation Coefficient	.455**	1.000	.435**
		Sig. (2-tailed)	.001	.	.000
		N	125	125	125
	Benevolence	Correlation Coefficient	.475**	.435**	1.000
		Sig. (2-tailed)	.002	.000	.
		N	125	125	125

Source: SPSS Output, 2020.

Task Interpersonal Conflict and Altruism: The analysis findings show a significant level $p < 0.05$ $(0.001 < 0.05)$, rho = 0.455^{**}. It indicates an association task interpersonal conflict and altruism. The null hypothesis, Ho$_3$, is rejected and the alternate accepted.

Task Interpersonal Conflict and Benevolence: The result depicts a significant level $p < 0.05$ $(0.000 < 0.05)$, rho = 0. 475^{**}. This shows a relationship between task interpersonal conflict and benevolence. The null hypothesis Ho$_4$, is rejected and the alternate accepted.

CONCLUSION

The study surveys interpersonal conflict and prosocial behaviour. It identifies the dimensions of interpersonal conflict and measures of prosocial behaviours and emphasizes their importance in society. It also looks into the association of interpersonal conflict and prosocial behaviours revealing that interpersonal conflict if well managed enhance prosocial behaviour.

RECOMMENDATION

1. Antisocial behaviour that can result in conflict should always be discouraged in the workplace.
2. Employees should be trained to avoid role conflict.
3. The manager should ensure that role interdependence does not result in conflict, hence every task must be well planned.
4. Positive workplace behaviour should be promoted to enhance harmony, employee commitment and effectiveness of the organisation.

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