

Hierarchical conflicts and employees' well-being: Consequences of conflict between supervisors and subordinates on employees' well-being

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The high competition between tourism firms has introduced new changes in human resources practices. Contact employees have to face the clients in a continuous basis and usually work in units. In these units, supervisors often try to create common spaces to work and communicate with their subordinates, moving away from hierarchical differences. In this context, it is usual that conflicts between supervisors and subordinates arise, as a consequence of social dynamics. The aim of the present study was to examine the mediating role of relationship conflict on the link between task conflict and contact employees' well-being (job satisfaction and burnout). We collected self-reported measures of 305 employees from 20 hotels in Andalusia (Spain). Mediation analyses suggest that relationship conflict partially mediates the link between task conflict and job satisfaction. Additionally relationship conflict fully mediates the link between task conflict and burnout. These findings support the idea that both types of conflict (task and relationship) have negative effects on well-being, independently of the hierarchical level.

Key words: supervisor-subordinate conflict, job satisfaction, burnout and service organizations.

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