

# The Exploratory Study of Conflict Factor and Conflict Response in the Leader-Member Relationship

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## ABSTRACT

Nowadays, human capital has become the key to success in business competition, and the relationship between subordinates and their supervisor is no longer the traditional controlled-controlling relation. Therefore, the word “customer” has been extended internally by enterprises in the hope of establishing the consciousness of “internal customer”.

As there are frequent interactions between subordinates and their supervisor, and the relationship of the two sides is highly interdependent, conflicts are apt to arise from any internal mistakes. This study, therefore, explores the causes of and responses to subordinate-supervisor conflicts from the perspective of the subordinates.

Conflicts between subordinates and their supervisor are one of the problems which enterprises are apt to encounter in their operation. Such conflicts may, if managerial staffs fail to find the imperceptible causes of and responses to these conflicts hidden in the subordinates' side and solve the conflicts, become intensified and poison the relationship between subordinates and their supervisor.

The study results reveal that links of conflicts between subordinates and their supervisor under various circumstances comprise a continuous series of interactive processes, that is to say, such conflicts are usually the result of a series of conflict causes, rather than merely a single cause. There are halo effects and domino effects in the subordinate's response to factors which lead to negative emotions, and negative attribution may arise from the subordinate's negative opinions on the next interactive process out of his/her previous factors which lead to negative emotions. Because of this, the conflicts may develop continuously and eventually end up with a violent clash.

Keywords : internal customer、internal service encounter、conflict factor、conflict response

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