

Research on the Relationship between Status Conflict, Team Internal Network Strength and Team Creativity

Xiaotao Qiao^{1, a}, Lu Ma^{1,2, b}

¹ School of Economics and Management, Guangxi University of Science and Technology, Liuzhou 545006, China;

² Business School, Guangxi University for Nationalities, Nanning 530006, China.

^aqiaoxiaotao_7@163.com, ^bmalu6655@163.com

Abstract. The literature has shown that status conflict has a negative impact on team creativity. However, the internal mechanism of status conflict affecting team creativity is not clear. Through combing and analyzing the relevant literatures, this paper finds that the status conflict has a significant positive impact on team creativity, and the internal network strength of the team plays a mediating role between status conflict and team creativity. The conclusions of this study not only enrich the research results of the mechanism of status conflict, but also provide a practical reference for enterprises to effectively stimulate the creativity of the team.

Keywords: status conflict, team internal network strength, team creativity, relationship research.

1. Introduction

As the complexity and uncertainty of the external environment continue to increase, it becomes increasingly difficult for companies to gain a sustainable competitive advantage. As the basic component of the enterprise, the creativity of the team is the source of the company's innovative activities and the key to building competitive advantage. Therefore, how to enhance the creativity of the team to achieve the organization's emergence in the competition has become an important topic of concern in the theoretical and practical circles[1].

In terms of the influencing factors of the research team's creativity, scholars believe that team conflict issues play a key role in the efficient operation of the team[2]. In the current research on conflicts in teams, scholars ignore status conflicts. Compared to relationship conflicts and task conflicts, status conflicts can better explain the impact of conflicts in teams on team creativity[3]. Studies have found that status conflicts in the workplace pose serious challenges for organizations to develop team creativity[4]. Related research indicates that in our organization, the friction in the team is more frequent[5]. Therefore, studying the relationship between status conflict and team creativity in the workplace under the Chinese organization scenario undoubtedly has important theoretical and practical significance.

The internal network of the team itself is a reflection of the close relationship between the team members. The interpersonal strategy that the team members show in the process of competing for status will inevitably have an impact on the internal network of the team. However, the current research ignores the perspective of the team process. Discuss it. Research shows that status conflict as an important team process can affect the reciprocal relationship between team members, reduce the trust between members, hinder the sharing of resources within the team, and make the team atmosphere tense, which will greatly affect the team. Close relationships are formed between internal members, which in turn may affect the team's creativity[6]. Therefore, we speculate that the internal network of the team may be an important bridge between the connection status conflict and the team's creative relationship.

Based on the above analysis, this study intends to explore the mediating role of the internal network strength of the team in the process of the status conflict affecting the team's creativity from the perspective of social network theory, in order to reveal the conduction mechanism of the status conflict affecting the team's creativity. The relationship between status conflict and team creativity provides a new perspective.

2. Status Conflict and Team Creativity

A status conflict is a conflict arising from an employee trying to defend or improve their relative position in the team[3]. Team creativity is the process by which team members work together to create creative ideas about products, services, processes, and processes.

We believe that the status conflict negatively affects team creativity. First, as a common workplace phenomenon, status conflicts can lead to negative psychological and behavioral responses and affect team creativity[7]; second, creativity is accompanied by risk and Uncertainty. When a status conflict occurs, the two sides of the conflict will have a psychological barrier[5], which will reduce the quality of interpersonal interaction between team members. And because the risks and uncertainties caused by fear of innovation will affect their organizational status, the tendency of team members to conduct risk-taking behaviors is reduced. Third, according to the status of resource view and resource preservation theory, status itself symbolizes dignity, face, and fame. And prestige, behind the status represents resources such as power, compensation, control [3]. If a resource has a potential or actual loss, team members will consider it a challenge and threat to itself. When there is a status conflict in the team, on the one hand, the team members will implement organizational behavior such as resource control, exclusion of others, etc. [8], which will reduce the opportunity for team members to seek feedback for work feedback; on the other hand, status conflict It will consume the psychological and time resources of the team members, which will reduce the energy that employees put into the team's creative activities.

3. The Mediation of the Strength of the Team's Internal Network

3.1 The Impact of Status Conflict on the Strength of the Team's Internal Network

Team internal network strength refers to the degree of formal interaction or informal interaction between team members. The strength of the team's internal network is influenced by the frequency and quality of interaction between team members and the strength and relationship of their relationships. According to SIP theory, we believe that status conflicts involve competition, willingness and information interaction among members with limited resources, which will affect employees' psychology, attitudes and behaviors.

First of all, the scarcity of status resources and the zero-sumness of status conflicts mean that in the process of competing for status, the willingness of members to share knowledge, help each other and other activities will be reduced, and the basis for team members' cooperation and exchange will be undermined [3]. Second, the alliance of status conflicts means that conflicts will involve other team members and exacerbate the interpersonal relationship between team members and affect the team's network of relationships[3]. Finally, status conflicts have a negative impact on the psychological security of team members in the process of teamwork [7], which in turn will inhibit the establishment of strong relationships between team members. Based on this, we believe that the status conflict has a significant negative impact on the strength of the team's internal network.

3.2 The Impact of Team Internal Network Strength on Team Creativity

When the team's internal network is strong, the interaction between team members will be more frequent, which helps the team to improve creativity. First, the close relationship between team members facilitates an open and tolerant team atmosphere [9], which in turn promotes strong team identity and positive contributions to team members. Second, frequent member interactions increase mutual trust and understanding among members [10]. According to the theory of resource conservation, when members have better trust and understanding, the time that employees use to deal with interpersonal relationships and eliminate barriers will be reduced, which will have more energy for team creative activities. Finally, in the team with strong intra-team network, it is easier for team members to form deep trust, enhance the team's sense of team attachment and identity, and promote team members to show more beneficial organizational behavior [11].

In summary, when a team member faces a status conflict, the member deviates from or harms his behavior in the interests of the individual, which will inhibit the formation of a strong ties within the team; and the weaker internal network of the team will decrease. The trust between team members and the transfer of resources such as information suppression are not conducive to the improvement of team creativity. Therefore, we believe that the strength of team internal network interaction plays a mediating role between status conflict and team creativity.

4. Conclusions and Discussion

This study finds that status conflict has a significant positive impact on team creativity, and the intra-team strength of the team plays a mediating role between status conflict and team creativity. This study helps to enrich the theoretical study of status conflicts in Chinese cultural contexts and provides a new perspective for understanding the impact of status conflicts on team creativity. At the same time, this research has certain practical significance for guiding the work of leaders and team members. Advising the work team leaders on improving management style and shaping the team atmosphere, achieving the effect of “two-pronged” effective management of status conflicts in the workplace; guiding team members to adopt team-friendly behaviors in the interaction process of status conflicts; Leaders and employees recognize which status conflicts should be handled and then take interventions to enhance the team's creativity.

References

- [1]. Zhou Wenli, Gu Yuandong, Peng Jisheng. Analysis of Project Application and Funding Status of Human Resource Management and Organizational Behavior in National Natural Science Foundation of China. *Chinese Journal of Management*. Vol.15 (2018) No. 8, p. 1120-1127.
- [2]. Liu Wei, Zhang Xiangqian. Analysis and Prospect of Team Conflict Theory. *Soft Science*. Vol.30 (2016) No. 4, p.80-84.
- [3]. Bendersky C, Hays N A. Status conflict in groups. *Organization Science*. Vol. 21 (2012) No.2, p. 23-340.
- [4]. Porath C L, Overbeck J R, Pearson C M. Picking up the gauntlet: How individuals respond to status challenges. *Journal of Applied Social Psychology*. Vol. 38 (2008) No.7, p. 1945-1980.
- [5]. Zhou Mi, Zhao Xin. Study on the Influence of Team Conflicts on Employees' Retreat Behavior under Different Leadership Modes. *Journal of Northeastern University (Social Science)*. Vol. 19 (2017) No.1, p.27-33.
- [6]. Wang X H, Fang Y L, Qureshi I, et al. Understanding employee innovative behaviour: Integrating the social network and leader-member exchange perspectives. *Journal of Organizational Behaviour*. Vol.36(2015) No.3, p.403-420.
- [7]. Hun W L, Jin N C, Seongsu K. Do gender diversity help teams constructively manage status conflict? An evolutionary perspective of status conflict, team psychological safety, and team creativity. *Organizational Behavior and Human Decision Processes*. Vol. 144 (2018) p.187-199.
- [8]. Anicich E M, Fast N J, Halevy N, et al. When the bases of social hierarchy collide: Power without status drives interpersonal conflict. *Organization Science*. Vol. 27 (2008) No. 1, p. 123-140.
- [9]. Jones C, Volpe E H. Organizational identification: extending our Understanding of social identities through social networks. *Journal Of organizational Behavior*. Vol. 32 (2011) No.3, p. 413-434.
- [10]. Farh J, Lee C, Farh C. Task Conflict and Team Creativity: A Question of How Much and When. *Journal of Applied Psychology*. Vol. 95 (2018) No. 3, p. 1173-1180.

- [11]. Pullés D C, Lorens Montes F J, Gutierrez-Gutierrez L. Network ties and transactive memory systems: Leadership as an enabler. *Leadership & Organization Development Journal*. Vol. 38 (2017) No. 1, p. 56-73.