

1 Rashid M. Alhamali<sup>1</sup>2 <sup>1</sup> King saud University3 *Received: 16 December 2018 Accepted: 3 January 2019 Published: 15 January 2019*4

---

5 **Abstract**

6 This study investigates the impact of conflict management (CM) styles on team performance.  
7 Conflict Management was conceptualized in terms of five styles: avoiding, integrating,  
8 dominating, obliging and compromising. Team performance, on the other hand, was  
9 operationalized in terms of team cohesion, team communication, innovativeness, and quality.  
10 Five hypotheses regarding the impact of each dimension of CM on team performance were  
11 postulated. Gathering data via a questionnaire developed for this study from a sample  
12 consisted of 231 employees working at 40 teams in Twenty universities selected from 4 regions.  
13 Participants in the work sites were visited by the researcher's assistant to collect data and  
14 ensure a high response rate. Two hundred and fifty questionnaires were administered by hand,  
15 and 231 were returned completely. Using SPSS and AMOS, research data were entered,  
16 coded, analyzed and plotted. The results showed that three conflict management styles  
17 (integrating, obliging and compromising) had significant positive effects on team performance  
18 while two styles (avoiding and dominating) had significant negative effects on team  
19 performance. In light of these results, the study recommended that the conflict should not be  
20 ignored or resolved in a way that suits one of the parties to the conflict and at the expense of  
21 the other party. The interests of both parties must be taken into account.

22

---

23 **Index terms**— conflict management styles, team performance, university leadership, quality improvement.24 **1 Introduction**

25 rganizations seek to improve their outcomes by eliminating some the negative phenomena that occur in the  
26 organization such as the conflict between team members (Somech et al., 2009). Teams were regarded and should  
27 be as a major block for organizations (Stewart and Barrick, 2000). The reason for the team's importance is to  
28 integrate resources and skills of team members (Guimera et al., 2005). Therefore, team performance must be  
29 the best. Conflict situations are one of the cases where the performance of a team must be evaluated. Hence,  
30 the aim of this study is to explore the effect of conflict management styles on team performance. Aritzeta et al.  
31 (2005) stressed that the conflict is very frequent in organizations that rely on teams. For this reason, how the  
32 conflict is conducted has an impact on the team's performance.

33 Conflict management (CM) has received considerable attention from Researchers over the years. Examples of  
34 CM-related subjects involve studies on conflict management and group decision making (Kuhn et al., 2000),  
35 conflict management effect on group effectiveness (DeChurch and Marks, 2001), CM styles and leadership  
36 effectiveness (Barbuto Jr and Xu, 2006), differences in conflict management styles from different countries (Kim  
37 et al., 2007), exploring conflict management (Stanley and Algert, 2007), CM styles and employee attitudinal  
38 outcomes (Chan et al., 2008), conflict management and forgiveness (Rizkalla et al., 2008), team satisfaction  
39 and performance (Liu et al., 2008), conflict management between and within teams (Hempel et al., 2009), CM  
40 styles and team performance (Somech et al., 2009), the relationship between emotional intelligence and CM  
41 styles and job performance (Shih and Susanto, 2010), the influence of collectivism and CM styles (Ma et al.,  
42 2010), leadership styles and CM styles (Saeed et al., 2014), CM styles and workplace bullying (Baillien al., 2014),  
43 organizational power and CM styles (Riasi and Asadzadeh, 2015) as well as cultural orientation and CM styles  
44 (Caputo et al., 2018). Generally, the majority of studies that conducted on CM used five common styles which

45 were avoiding, compromising, dominating, integrating, and obliging (Rahim, 2000; Rizkalla Et al., 2008; Riasi and  
46 Asadzadeh, 2015; Zaman and Saif, 2016).

47 On the other hand, team performance has been investigated as a dependent variable in relationships with  
48 numerous variables such as conflict management (Alper et al., 2000), organizational structure and information  
49 processing (Carley and Prietula, 2014), team empowerment, transformational leadership, authentic leadership  
50 (Lyubovnikova et al., 2017), collective leadership (McAuliffe et al., 2017), team mental models (Gardner et al.,  
51 2017), team tenure diversity (Yi et al., 2018).

52 It is noted from previous research that studies on the relationship between conflict management styles and  
53 performance of teams are few. Therefore, the importance of the current study stems from the fact that it fills a  
54 gap in the theoretical literature, and it is hoped that organizations will benefit from its results, which show the  
55 role of good management of the conflict in the performance of the team work.

## 56 2 II.

### 57 3 Literature Review a) Conflict management styles

58 CM style was defined as a common pattern or behavior that presented in a response to interaction with others  
59 in the context of conflict (Kuhn et al., 2000). It is a combination of personality trait, cultural background, and  
60 situations (Ting-Toomey et al., 2001). Researches in general identified five styles of conflict handling, which  
61 were avoiding, dominating, integrating, obliging and compromising. Table ?? shows these dimensions and other  
62 dimensions.

### 63 4 b) Dimensions of conflict management in the current study

64 Based on the review of conflict management styles, the following styles were selected for the current paper;  
65 avoidance, distributive, integrative, dominative conflict management styles. A closer look at conflict management  
66 patterns in Table 2 indicates that the pattern is the most effective type because it is based on finding the right  
67 solution that satisfies both parties (Rahim, 2002). Followed by a style of obliging that puts the interests of others  
68 first (Barbuto Jr and Xu, 2006), even at the expense of personal interest. We can call it generosity and kindness  
69 style. In the third place comes the style of not harming the other party to the conflict through compromise (Chan  
70 et al., 2008). It can be called a settlement style. On the other hand, dominating and avoiding are ineffective styles  
71 (Chan et al., 2008; Liu et al., 2008), where the former favors personal interests over others while the second avoids  
72 conflict without finding a solution to the conflict. This pattern represents a form of withdrawal or disregard of  
73 conflict, which means failure to deal with conflict. Differences between these styles can be observed through the  
74 definitions showed in Table 2.

### 75 5 c) Team performance

76 Teams have been defined in terms of two major elements: the number of members and goals, that is, a team  
77 consists of two or more members Seeking to achieve a common goal. Consequently, team performance was  
78 Defined as a team's ability to meet its goals (Bell, 2007). According to, team performance has been evaluated  
79 in the literature as a system of inputs, processes, and outputs, where the team processes Resources to reach the  
80 desired results. The authors conceptualized team performance in terms of three dimensions; team cohesion, team  
81 Communication and conflict management. Melita et al. (2003) added another Dimension of team performance  
82 which was team innovation. Researchers have identified many features that make the team effective such as  
83 team cohesiveness, effective team communication, team innovations, conflict management and the team overall  
84 performance (Melita et al., 2003; Zhou et al., 2015). In a study on the teams of research and development projects,  
85 Keller (2006)

### 86 6 d) Hypotheses development

87 CM styles were used in previous studies as an independent variable about other dependent variables such as group  
88 decision making (Kuhn Et al., 2000), group effectiveness (DeChurch and Marks, 2001), employee attitudinal  
89 outcomes (Chan et al., 2008). In other studies, CM styles were used as the dependent variable (Yu et al.,  
90 2006). Table 4 shows examples of these studies. For this study, CM styles were used as independent variables  
91 to study their relationships with team performance. Inconsistently, the results of Somech et al. (2009) who  
92 investigated the impact of conflict management styles on team effectiveness indicated that competing style was  
93 negatively associated with team effectiveness. Based on these studies, the following hypotheses were restated:  
94 H1: Integrating conflict style has a positive significant effect on team performance.

### 95 7 H2:

96 Obliging conflict style has a positive significant effect on team performance.

### 97 8 H3:

98 Compromising conflict style has a positive significant effect on team performance.

---

## 9 H4:

Avoiding conflict style has a negative significant effect on team performance. H5: Dominating conflict style has a negative significant effect on team performance.

## 10 III.

### 11 Methodology a) Research sample and data collection

Using a multi-stage technique as introduced by Hair Jr. et al. (2015), a random sample of 4 regions were identified from which a random sample consisted 20 universities were selected, then a random sample comprised of 40 teams were chosen. The average number of members in these teams ranged from 3-10 members, specifically, there were 250 employees. Hence, data were collected from 250 employees using a questionnaire developed for this study. A total of 231 questionnaires were returned complete and valid for statistical analyses with a response rate of 92.4%. Responses of team members were used to conduct analyses, therefore, our data were not aggregated at the team level.

### 12 b) Measures

Conflict management styles were measured based on previous studies using three indicators for each style; avoiding (1-3), integrating (4-6), dominating (7)(8)(9), obliging (10)(11)(12) and compromising (13)(14)(15) (Kim et al., 2007; Hempel et al., 2009; Somech et al., 2009; Gull et al., 2012; Church et al., 2013). Team performance was measured based on employees' ratings. Six dimensions were used to assess team performance, which was members commitment to the team, work quality, interpersonal skills, initiatives, knowledge of tasks and overall performance (Stewart and Barrick, 2000). Therefore, six items were used to measure team performance.

### 13 c) Exploratory Factor Analysis (EFA)

In order to ascertain the appropriateness of the data for exploratory factor analysis, two tests were performed: Kaiser-Meyer-Olkin (KMO) and Bartlett's test for Sphericity. The value of a KMO test ranges from 0 to 1, and the closer the test value of a KMO to 1, the more suitable the data for factor analysis. The test value is acceptable if it is greater than 0.05. The value of the Bartlett's test for Sphericity should be statistically significant. If these conditions are met, a factor analysis is possible. The results showed that the two previous conditions were met. The value of the KMO was greater than 0.05 (KMO = 0.874) and the value of the Bartlett's test was significant (P = 0.021). The results of EFA can be seen in Table 5. It was revealed that all items of CM styles were loaded on 5 factors with loadings greater than 0.71. A measurement model with factor loadings  $\geq 0.70$  is acceptable (Shook et al., 2004). In terms of reliability, the results indicated that composite reliability (CR) and Cronbach's coefficient alpha values were greater than 0.70 (Ogedegbe et al., 2003). Convergent validity values as measured by AVEs were greater than 0.50 (Hair et al., 2011). CMS1: avoiding, CMS2: integrating, CMS3: dominating, CMS4: obliging, CMS5: compromising, TMP: team performance.

### 14 d) Structural Equation Modeling (SEM)

Hempel et al. (2009) suggested two steps to examine the structural model: First, testing the postulated structural model in terms of goodness-of-fit indices in order to investigate the model ability to explain relationships between variables. If the fit of the model is confirmed, the second step starts, which is hypotheses testing in which the relationship between variables is investigated. Structural model fit was evaluated by chi-square to degree of freedom ratio ( $\chi^2/df$ ), the goodness of fit index (GFI), the comparative fit index (CFI), the root mean square error of approximation (RMSEA) and the non-normed fit index (NNFI) as suggested by Barbuto Jr and Xu (2006) and Kim et al. (2015). The results of structural model goodness-of-fit indices as shown in Table 6 indicated a satisfactory overall fit of the model.

## 15 Discussion and Conclusion

The aim of this study was to determine the effects of five styles of conflict management on team performance using a sample chosen from members of teams working at twenty universities. The results showed that integrating, compromising and obliging styles had positive significant effects on team performance. While avoiding and dominating styles had negative significant effects on team performance. It is logical that the style of integration is the most style that had a positive impact on team performance. This style represents a cooperative behavior aimed at finding a suitable solution to the conflict so that the parties to the conflict are finally satisfied. This pattern was dubbed by researchers and practitioners as win-win style (Kuhn et al. In contrast, the dominating style conflict management refers to indifference to others and a focus on personal interests, so this style has a significant negative impact on the performance of the team (Rahim, 2002, Barbuto Jr and Xu, 2006, Chan et al., 2008 and Baillien et al., 2014). Finally, avoidance means ignoring the conflict and not providing any solutions. In many cases, the reason for ignoring the conflict is the inability to find an appropriate solution to the conflict (Kuhn et al., 2000, Rahim, 2002, Barbuto Jr and Xu, 2006, Liu et al., 2008 and Chan et al., 2008). In the light of the foregoing, it was concluded that conflict is a normal situation in organizations, but what

154 is important is how to deal with it in the right way. There are, of course, a number of styles by which conflict  
 155 can be addressed on the basis of the end result of using a specific style. For example, some styles offer suitable  
 156 solutions for parties, some of which mean sacrificing one side to the other. The most negative styles are those  
 157 that provide a solution and force others to comply with it. Moreover, ignoring the conflict also has a negative  
 158 impact on team performance.

### 159 16 V. Recommendations, Limitations and Future Research

160 The study recommends that conflict parties and conflict resolution in organizations not to ignore conflict or  
 161 provide a solution and force others to accept it because these two methods of dealing with conflict are the  
 162 worst. Alternatively, the co-operative style, i.e., integrating style can be used as much as possible. If this is  
 163 not possible, other methods can be used to satisfy conflict parties. The current study was conducted using data  
 164 collected from team members to assess their performance. It is preferable to measure the performance of a team  
 165 relying on a party other than the team members (D’Innocenzo et al., 2016). Tröster et al. (2014) rated the  
 166 performance of self-managed teams via experts. Future research are recommended to evaluate team performance  
 167 based on supervisors’ ratings. In a study by Hempel et al. (2009), five control variables were suggested; team-  
 168 size, organization-size and age, organization age and industry. In the current study, no control variables were  
 169 used. Therefore, it is advisable to conduct a future study that takes into account of control variables such as  
 170 organization size and age. Furthermore, demographic characteristics of participants played a significant role in  
 171 adopting conflict handling style, Zhang et al. (2005) found differences between older and young participants in  
 172 terms of conflict style; their results indicated that older participants prefer accommodating conflict style. In the  
 173 same vein, Çetin and Hacifazlıoğlu (2011) pointed out significant differences between means of estimates of CM  
 174 styles used by a university academics in favor of title, experience, gender as well as university type. It is therefore  
 175 useful to identify the role of personal characteristics of study participants in adopting a particular style of conflict  
 176 management.

### 177 17 Global Journal of Management and Business Research

Volume XIX Issue III Version I Year 2019 ( ) A <sup>1</sup>

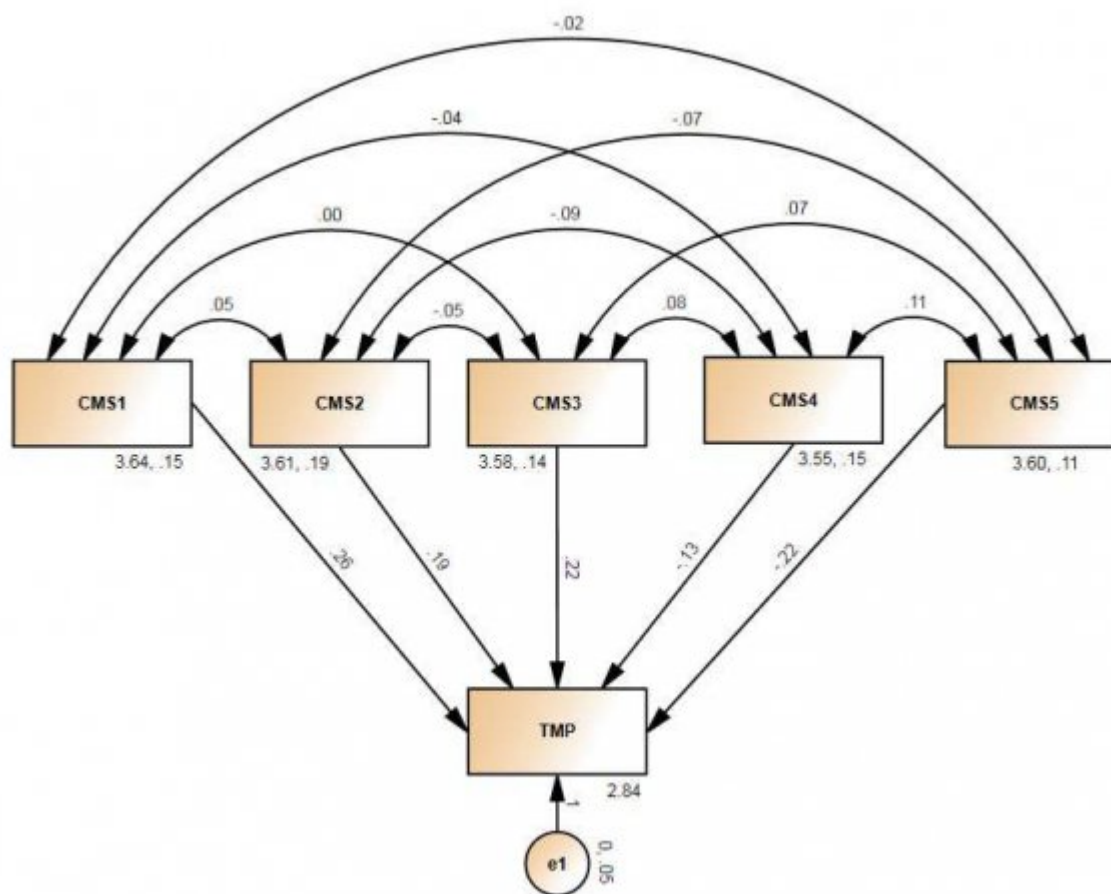


Figure 1:

---

## 2

CM Styles	Conceptualization	References
? Avoid- ance style	A behavior of ignoring organizational conflict in which lose-lose outcome Emerged. It is a style with low concern For self and others. Therefore, it represents a failure to approach or withdrawal from conflict issues.	Kuhn et al. (2000), Rahim (2002), Barbuto Jr and Xu (2006), Liu et al. (2008) and Chan et al. (2008),
? Integrative style	A cooperative behavior to find a persuasive solution to both sides of the conflict in a win-win approach in which parties are collaborated through information and finding an acceptable the solution for the conflict issue. It is a style With high concern for self and others. It is called a problem solving style of conflict management.	Kuhn et al. (2000), Rahim (2002), Yu et al. (2006), Barbuto Jr and Xu (2006), Chan et al. (2008) and Zaman and Saif (2016)

*[Note: ? Dominative style A behavior of using influences to get Ideas accepted in a winlose scheme. It is a style with (high concern for self and Low concern for others. This style is called forcing conflict management style. Rahim (2002), Barbuto Jr and Xu (2006), Chan et al. (2008), Baillien al. (2014) ?]*

Figure 2: Table 2 :

4

Year	IV	DV	Results	References
2000	CM styles	Group decision making	Integrative CM style results in positive outcomes of group decision making.	Kuhn et al.
2001	CM styles	Group effectiveness	CM style positively related to group effectiveness.	DeChurch and Marks
2006	Emotional intelligence	CM styles	Emotional intelligence has significant effects on integrating and compromising	Yu et al.
2007	CM styles	-	The dominant CM among Chinese and Korean employees are obliging , while the dominant CM among Japanese employees are compromising	Kim et al.
2008	CM styles	Employee attitudinal outcomes	Integrating CM style significantly related to employees job satisfaction and turnover intention.	Chan et al.
2008	CM styles	Team satisfaction	Collaboration conflict management style has a significant effect on the team satisfaction	Liu et al.
2009	CM styles	Team performance	cooperative conflict style has a significant effect on a team performance	Somech Et al.
2010	CM styles	Job performance	Integrating CM style has a significant effect on job performance	Shih Susanto
2014	Leadership styles	CM styles	Managers with transformational leadership style adopt integrating and obliging CM styles, managers with transactional leadership style adopt compromising CM style.	Saeed Et al.
2015	Organizational power	CM styles	Reward power is positively related to accommodating CM style	Riasi a
2018	Cultural orientations	CM styles	Cultural orientations are positively influenced CM styles	Asadzadeh Caputo et al.

Figure 3: Table 4 :

5

CMS1	CMS2	CMS3	CMS4	CMS5	TMP	AVE	CR		?
0.879									
0.901						0.78	0.914	0.897	
0.869									
0.992									
0.874						0.75	0.899	0.878	
0.710									
		0.828							
		0.864				0.69	0.870	0.850	
		0.800							
			0.844						
			0.831			0.68	0.864	0.859	
			0.796						
				0.841					
				0.821		0.66	0.853	0.849	
				0.773					
					0.901				
					0.881				
					0.856	0.763	0.67	0.925	0.889
					0.742				
					769		0.		

Figure 4: Table 5 :

6

Indices	Value	Result
Chi-square to degree of freedom ratio ( $\chi^2 / df$ )	1.59	Confirmed
The goodness of fit index (GFI)	0.921	Confirmed
The comparative fit index (CFI)	0.911	Confirmed
The root mean square error of approximation (RMSEA)	0.051	Confirmed
The non-normed fit index (NNFI)	0.961	Confirmed

Figure 5: Table 6 :



178 .1 Global Journal of Management and Business Research

179 Volume XIX Issue III Version I Year 2019 ( ) A

- 180 [D'innocenzo et al. ()] 'A meta-analysis of different forms of shared leadership-team performance relations'. L  
181 D'innocenzo , J Mathieu , M Kukenberger . *Journal of Management* 2016. 42 (7) p. .
- 182 [Rahim et al. ()] 'A model of emotional intelligence and conflict management strategies: A study in seven  
183 countries'. M Rahim , C Psenicka , P Polychroniou , J Zhao , C Yu , K Chan , K Susana , M Aives ,  
184 C Lee , M Rahman , S Ferdausy , R Wyk . *The International journal of organizational analysis* 2002. 10 (4)  
185 p. .
- 186 [Çetin and Hacifazlio?lu ()] 'Academics' conflict management styles'. M Çetin , Ö Hacifazlio?lu . *Do?u? Üniversitesi Dergisi* 2011. 5 (2) p. .
- 188 [Shook et al. ()] 'An assessment of the use of structural equation modeling in strategic management research'. C  
189 L Shook , D J KetchenJr , G Hult , K Kacmar . *Strategic management journal* 2004. 25 (4) p. .
- 190 [Liu et al. ()] 'An examination of the relationship among structure, trust, and conflict management styles in  
191 virtual teams'. X Liu , R Magjuka , S Lee . *Performance improvement quarterly* 2008. 21 (1) p. .
- 192 [Stanley and Algert ()] *An exploratory study of the conflict management styles of department heads in a research*  
193 *university setting. Innovative Higher Education*, C Stanley , N Algert . 2007. 32 p. .
- 194 [Mcauliffe et al. ()] 'Collective leadership and safety cultures (Co-Lead): protocol for a mixed-methods pilot  
195 evaluation of the impact of a co-designed collective leadership intervention on team performance and safety  
196 culture in a hospital group in Ireland'. E McAuliffe , A De Brún , M Ward , M O'shea , U Cunningham , R  
197 O'donovan , S Mcginley , J Fitzsimons , S Corrigan , N Mcdonald . *BMJ open* 2017. 7 (11) p. .
- 198 [Hempel et al. ()] 'Conflict management between and within teams for trusting relationships and performance  
199 in China'. P Hempel , Z Zhang , D Tjosvold . *Journal of Organizational Behavior: The International Journal*  
200 *of Industrial, Occupational and Organizational Psychology and Behavior* 2009. 30 (1) p. .
- 201 [Slabbert ()] 'Conflict management styles in traditional organizations'. A Slabbert . *The Social Science Journal*  
202 2004. 41 (1) p. .
- 203 [Shih and Susanto ()] 'Conflict management styles, emotional intelligence, and job performance in public  
204 organizations'. H Shih , E Susanto . *International Journal of Conflict Management* 2010. 21 (2) p. .
- 205 [Kim et al. ()] 'Conflict management styles: the differences among the Chinese, Japanese, and Koreans'. T Kim  
206 , C Wang , M Kondo , T Kim . *International journal of conflict management* 2007. 18 (1) p. .
- 207 [Alper et al. ()] 'Conflict management, efficacy, and performance in organizational teams'. S Alper , D Tjosvold  
208 , K Law . *Personnel psychology* 2000. 53 (3) p. .
- 209 [Baillien et al. ()] 'Conflicts and conflict management styles as precursors of workplace bullying: A two-wave  
210 longitudinal study'. E Baillien , K Bollen , M Euwema , H De Witte . *European Journal of Work and*  
211 *Organizational Psychology* 2014. 23 (4) p. .
- 212 [Howard et al. ()] 'Cooperating teams and competing reward strategies: for team performance and firm  
213 productivity'. L W Howard , D Turban , S Hurley . *Journal of Behavioral and Applied Management* 2016. 3  
214 (3) p. 1054.
- 215 [Bell ()] 'Deep-level composition variables as predictors of team performance: a metaanalysis'. S Bell . *Journal*  
216 *of applied psychology* 2007. 92 (3) p. 595.
- 217 [Ogedegbe et al. ()] 'Development and evaluation of a medication adherence self-efficacy scale in hypertensive  
218 African-American patients'. G Ogedegbe , C Mancuso , J Allegrante , M Charlson . *Journal of clinical*  
219 *epidemiology* 2003. 56 (6) p. .
- 220 [Kuhn and Poole ()] 'Do conflict management styles affect group decision making? Evidence from a longitudinal  
221 field study'. T Kuhn , M Poole . *Human communication research* 2000. 26 (4) p. .
- 222 [Gardner et al. ()] 'Do great teams think alike? An examination of team mental models and their impact on  
223 team performance'. A Gardner , D Scott , K Abdelfattah . *Surgery* 2017. 161 (5) p. .
- 224 [Kim et al. ()] 'Effects of taking conflict personally on conflict management styles across cultures'. E Kim , A  
225 Yamaguchi , M Kim , A Miyahara . *Personality and Individual Differences* 2015. 72 p. .
- 226 [Melita et al. ()] 'Emotional intelligence, leadership effectiveness, and team outcomes'. P Melita , C Douglas , G  
227 Ferris , A Ammeter , M Buckley . *The International Journal of Organizational Analysis* 2003. 11 (1) p. .
- 228 [Rahim ()] 'Empirical studies on managing conflict'. A Rahim . *International Journal of conflict management*  
229 2000. 11 (1) p. .
- 230 [Ma et al. ()] 'Explore the impact of collectivism on conflict management styles: a Turkish study'. Z Ma , A  
231 Erkus , A Tabak . *International Journal of Conflict Management* 2010. 21 (2) p. .

- 232 [Zhang et al. ()] 'Exploring the effects of the privacy-handling Management styles of social networking sites on  
233 user satisfaction: A conflict management perspective'. J Zhang , H Li , X Robert) Luo , M Warkentin .  
234 *Decision Sciences* 2017. 48 (5) p. .
- 235 [Hair et al. ()] J HairJr , M Celsi , A Money , P Samouel , M Page . *The Essentials of Business Research*  
236 *Methods*, (New York; Taylor & Francis) 2015. Routledge.
- 237 [Lyubovnikova et al. ()] 'How authentic leadership influences team performance: The mediating role of team  
238 reflexivity'. J Lyubovnikova , A Legood , N Turner , A Mamakouka . *Journal of business Ethics* 2017. 141  
239 (1) p. .
- 240 [Gull et al. ()] 'Impact of conflict management styles on team effectiveness in textile sector of Pakistan'. S Gull  
241 , Habib-Ur-Rehman , S Zaidi . *International Journal of Business and Management* 2012. 7 (3) p. .
- 242 [Paul et al. ()] 'Impact of heterogeneity and collaborative conflict management style on the performance of  
243 synchronous global virtual teams'. S Paul , P Seetharaman , I Samarah , P Mykytyn . *Information &*  
244 *Management* 2004. 41 (3) p. .
- 245 [Zhou et al. ()] 'Informational diversity and entrepreneurial team performance: moderating effect of shared  
246 leadership'. W Zhou , D Vredenburg , E Rogoff . *International Entrepreneurship and Management Journal*  
247 2015. 11 (1) p. .
- 248 [Saeed et al. ()] 'Leadership styles: relationship with conflict management styles'. T Saeed , S Almas , M Anis-  
249 Ul-Haq , G Niazi . *International Journal of Conflict Management* 2014. 25 (3) p. .
- 250 [Chan et al. ()] 'Managers' conflict management styles and employee attitudinal outcomes: The mediating role  
251 of trust'. K Chan , X Huang , P Ng . *Asia Pacific Journal of Management* 2008. 25 (2) p. .
- 252 [Dechurch and Marks ()] 'Maximizing the benefits of task conflict: The role of conflict management'. L Dechurch  
253 , M Marks . *International Journal of Conflict Management* 2001. 12 (1) p. .
- 254 [Zaman and Saif ()] *Perceived accountability and conflict management styles as predictors of job performance of*  
255 *public officials in Pakistan*, U Zaman , M Saif . 2016. p. 32. Gomal University Journal of Research
- 256 [Zhang et al. ()] 'Perceptions of conflict management styles in Chinese intergenerational dyads'. Y Zhang , J  
257 Harwood , M Hummert . *Communication Monographs* 2005. 72 (1) p. .
- 258 [Hair et al. ()] 'PLS-SEM: Indeed a silver bullet'. J Hair , C Ringle , M Sarstedt . *Journal of Marketing theory*  
259 *and Practice* 2011. 19 (2) p. .
- 260 [Yu et al. ()] 'Relationship of emotional intelligence with conflict management styles: an empirical study in  
261 China'. C Yu , R Sardessai , J Lu , J Zhao . *International Journal of Management and Enterprise Development*  
262 2006. p. 19. (3(1/2)
- 263 [Ting-Toomey et al. ()] 'Self-construal types and conflict management styles'. S Ting-Toomey , J Oetzel , K  
264 Yee-Jung . *Communication Reports* 2001. 14 (2) p. .
- 265 [Barbuto and Xu ()] 'Sources of motivation, interpersonal conflict management styles, and leadership effective-  
266 ness: A structural model'. J BarbutoJr , Y Xu . *Psychological reports* 2006. 98 (1) p. .
- 267 [Tröster et al. ()] 'Structuring for team success: The interactive effects of network structure and cultural diversity  
268 on team potency and performance'. C Tröster , A Mehra , D Van Knippenberg . *Organizational Behavior and*  
269 *Human Decision Processes* 2014. 124 (2) p. .
- 270 [Guimera et al. ()] 'Team assembly mechanisms determine collaboration network structure and team perfor-  
271 mance'. R Guimera , B Uzzi , J Spiro , L Amaral . *Science* 2005. 308 (5722) p. .
- 272 [Thompson et al. ()] 'Team cohesiveness, team size and team performance in team-based learning teams'. B  
273 Thompson , P Haidet , N Borges , L Carchedi , B Roman , M Townsend , A Butler , D Swanson , M  
274 Anderson , R E Levine . *Medical education* 2015. 49 (4) p. .
- 275 [Somech et al. ()] 'Team conflict management and team effectiveness: The effects of task interdependence and  
276 team identification'. A Somech , H Desivilya , H Lidogoster . *Journal of Organizational Behavior: The*  
277 *International Journal of Industrial, Occupational and Organizational Psychology and Behavior* 2009. 30 (3)  
278 p. .
- 279 [Kostopoulos and Bozionelos ()] 'Team exploratory and exploitative learning: Psychological safety, task conflict,  
280 and team performance'. K Kostopoulos , N Bozionelos . *Group & Organization Management* 2011. 36 (3) p. .
- 281 [Aritzeta et al. ()] 'Team role preference and conflict management styles'. A Aritzeta , S Ayestaran , S Swailes .  
282 *International Journal of conflict management* 2005. 16 (2) p. .
- 283 [Stewart and Barrick ()] 'Team structure and performance: Assessing the mediating role of intrateam process  
284 and the moderating role of task type'. G Stewart , M Barrick . *Journal* 2000. Academy of management. 43  
285 (2) p. .
- 286 [Kirkman et al. ()] 'The impact of team empowerment on virtual team performance: The moderating role of  
287 face-toface interaction'. B L Kirkman , B Rosen , P Tesluk , C Gibson . *Academy of Management Journal*  
288 2004. 47 (2) p. .

- 289 [Kirkman et al. ()] ‘The impact of team empowerment on virtual team performance: The moderating role of  
290 face-toface interaction’. B Kirkman , B Rosen , P Tesluk , C Gibson . *Academy of Management Journal* 2004.  
291 47 (2) p. .
- 292 [Caputo et al. ()] ‘The moderating role of cultural intelligence in the relationship between cultural orientations  
293 and conflict management styles’. A Caputo , O Ayoko , N Amoo . *Journal of Business Research* 2018. 89 p. .
- 294 [Riasi and Asadzadeh ()] ‘The relationship between principals’ reward power and their conflict management  
295 styles based on Thomas-Kilmann conflict mode instrument’. A Riasi , N Asadzadeh . *Management Science*  
296 *Letters* 2015. 5 (6) p. .
- 297 [Rizkalla et al. ()] ‘The roles of emotion management and perspective taking in individuals’ conflict management  
298 styles and disposition to forgive’. L Rizkalla , E Wertheim , L Hodgson . *Journal of Research in Personality*  
299 2008. 42 (6) p. .
- 300 [Carley and Prietula ()] ‘The virtual design team: Simulating how organization structure and information  
301 processing tools affect team performance’. K Carley , M Prietula . *Journal of Organization design* 2014.  
302 1 (2) p. .
- 303 [Yi et al. ()] ‘Top management team tenure diversity and performance: The moderating role of behavioral  
304 integration’. Y Yi , H Ndofor , X He , Z Wei . *IEEE Transactions on Engineering Management* 2018. 65  
305 (1) p. .
- 306 [Dionne et al. ()] ‘Transformational leadership and team performance’. S D Dionne , F J Yammarino , L E  
307 Atwater , W D Spangler . *Journal of organizational change management* 2004. 17 (2) p. .
- 308 [Dionne et al. ()] ‘Transformational leadership and team performance’. S Dionne , F Yammarino , L Atwater ,  
309 W Spangler . *Journal of organizational change management* 2004. 17 (2) p. .
- 310 [Keller ()] ‘Transformational leadership, initiating structure, and substitutes for leadership: A longitudinal study  
311 of research and development project team performance’. R Keller . *Journal of applied psychology* 2006. 91 (1)  
312 p. 202.
- 313 [Abbas and Karage ()] ‘Workplace conflict management styles: Comparative study of Indian and Nigerian  
314 employees’. S Abbas , A Karage . *European Journal of Business and Management* 2015. 7 (23) p. .