

**The Relationship Between Shared Leadership And Team Performance:
The Effect Of Conflict**

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Abstract

Previously, shared leadership was shown to have positive effects on team outcomes such as team effectiveness, team satisfaction, and team performance. Where one of the fundamental assumptions is the fluent switching of leadership between team members and we hypothesized that intragroup conflict has a moderating effect on the relationship between shared leadership and team performance. We categorized intragroup conflicts into task- and relationship conflicts and hypothesized that both types of conflicts would negatively affect team performance in shared leadership teams. In the end, 46 participants completed a detailed and specifically for this purpose-designed questionnaire addressing different aspects of shared leadership, team performance, and intragroup conflicts. Our study confirmed that shared leadership improved team performance. Surprisingly, task conflict did not negatively affect team performance and even showed a positive effect on team performance in teams where shared leadership was high. Relationship conflict did not have a significant effect on the relationship between shared leadership and team performance. In this report, we discuss practical applications, weaknesses and strengths, and future research possibilities.

Keywords: Shared Leadership, Task Conflict, Relationship Conflict, Team Performance

The Relationship Between Shared Leadership And Team Performance:

The Effect Of Conflict

Working in teams has become common practice as it facilitates completion of complex and difficult tasks dividing the workload with multiple colleagues with possibly different expertise and responsibilities. The tasks teams encounter during the execution of their work are often highly complex and diverse and require the cooperation of the whole team and it is complicated for a single individual to lead all activities (Bergman et al., 2012). With these teams and collaborations, all the perspectives and knowledge of the group can be integrated. Research on teams and how to optimize them has been the topic of many studies. In particular, understanding the different processes that play a part in teams, and how these affect team performance are considered critical for creating a productive team environment. Leadership has been a focus point in this kind of research.

Within the leadership literature, a division can be made between different leadership styles a leader can adopt. These behaviours could be divided into three categories. These are task-oriented, relations-oriented, and change-oriented (Sundstrom et al., 1990; Yukl, 2010). Task-oriented leaders use structure and coordination to increase efficiency. In contrast, relations-oriented leaders focus on the needs of their employees and the socio-psychological environment. Finally, change-oriented leaders focus on innovation and strategic decisions to reach their goals.

It is unlikely that a single individual, with a limited number of leadership behaviours, encompasses the needed knowledge and expertise to guide complex multidisciplinary processes that are necessary to complete the task of the team in an efficient manner. (Avolio et al., 1996). Team members must stand up when their expertise and skills are required for the outcome of the project. In such an organizational structure the leadership role could be divided or shared

between team members so that they can step up when they are needed with their unique insight. This form of fluent division of the leadership role is called shared leadership. “Shared leadership is an emergent team phenomenon that develops when teams have multiple leaders and team members recognize each other’s leadership influence as they collectively engage in goal setting, planning, resource delegation, and feedback” (Dínnocenzo et al., 2016).

Through shared leadership, the group increases the likelihood of using more of the previously mentioned leadership behaviours. If multiple leaders, instead of one, emerges within a team, the probability of using more different leadership behaviours increases. This way the team has a higher chance to reach maximum potential (Bergman et al., 2012). A meta-analysis by Wang et al. (2014) found that shared leadership accounts for a unique variance in team effectiveness when traditional leadership was already taken into account. Shared leadership has been found to relate positively, to team effectiveness, team performance, and team satisfaction (Avolio et al., 1996; Mehra et al., 2006; Pearce et al, 2004). So it has positive effects on different aspects of team outcomes. Han et al. (2017) propose this could be possible by increasing the autonomy and commitment of team members and improving the information sharing within the group. If the information sharing within a team is improved, this can lead to more knowledge in the group and therefore making more well-founded decisions.

Shared leadership has a number of advantages for team outcomes as mentioned above. Our hypothesis is to confirm what has been found in previous research, that shared leadership has a positive impact on team performance.

Hypothesis 1: Shared leadership has a positive relationship with team performance.

However other research points out that the relationship between shared leadership and team performance is not as simple as a direct relationship. There is quite some research trying to describe the way shared leadership has an influence on team performance.

For example, Han et al. (2017) suggest that the positive relationship between shared leadership and team performance is mediated by coordination, goal commitment, and knowledge sharing. Another model was made by Hoch et al. (2010), which shows us the moderating effects of age diversity and coordination. Within a team with more age diversity, the relationship between shared leadership and team performance was less positive. Suggesting that greater differences between team members could deteriorate this positive relationship. The social identity paradigm of Tajfel & Turner (1986) explains the negative effects of bigger differences, through social categorization, difficulties with communication between team members and enhanced conflict.

Conflict within a team can make the division of leadership more difficult. One of the fundamental assumptions of the positive relationship between shared leadership and team performance is the assumption that the influence between different team members will shift fluently and thus maintain harmony without increasing intragroup conflicts (Hoch & Dulebohn, 2013). When intragroup conflict is high within a team, it will violate this fundamental assumption. Therefore the positive effects of shared leadership on team performance will decrease. When intragroup conflict is low, and influence between different team members will shift fluently, the effects of shared leadership on team performance will be more positive.

Conflict

In the early stages of conflict research and group dynamics, conflict was first seen as having negative effects (Hackman & Morris, 1975). It would interfere with team performance

and satisfaction, by deflecting the focus on the main task and increasing tension. (De Dreu & Wingart, 2003). Later it was found that a little conflict could be beneficial for creativity, solving problems and sharing different perspectives (Deutsch, 1973; Tjosvold, 1997). Too much conflict, however, would overload the information processes needed to solve the problem. Meaning that when conflict becomes more intense, it will hinder information processing, which in turn decreases team performance. This explanation of when the processing of information becomes impaired because of too much cognitive overload is called the information processing theory (Carnevale & Probst, 1998).

Jehn (1995) suggested a new perspective of looking at conflicts and divided intragroup conflict into different categories: task conflict, relationship conflict and process conflict. These different types of conflict are argued to have different effects on team outcomes. In the literature about task conflict, there is a gap between the theorized effects and the actually found effects. Where relationship conflict is proposed to only have a negative impact due to the lack of theorized benefits. Process conflict will not be included in this research. This will be explained further below. Therefore this research will focus on the division between task- and relationship conflict and the influence it has on teams with shared leadership and their team performance.

Task conflict

Task conflict entails conflicts about policies, facts, the procedures that are in place and the division of resources. Simons and Peterson (2000) suggested that task conflict would enhance cognitive behaviour because of the integration of multiple perspectives. This would be beneficial for team performance and effectiveness. This is in line with the information processing theory when conflict is not too high. However, there is a discrepancy in the expanding literature between the theory of task conflict and the empirical evidence. While in certain research strong

positive relationships between task conflict and team performance are found (Jehn, 1994), others report negative- (Lovelace et al., 2001) or no significant relationships (Kurtzberg, 2000).

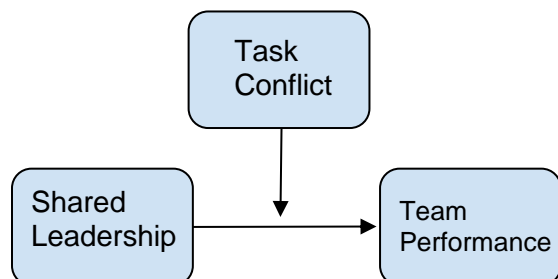
When there is task conflict, this means there is disagreement within the team about how to tackle the problem. This can make the shifting between informal leaders more difficult. If this shift is indeed fluently, the sharing of knowledge and the integration of perspective would result in better team performance. However, as shown in a meta-analysis of De Dreu & Weingart (2003), task conflict has shown to have, in general, a negative impact on team outcomes. In line with these findings, we propose that in a team with low task conflict, shared leadership will have a more positive effect on team performance than when task conflict is high. This is because of the problems that arise in the fluent shifting of the leadership between team members when task conflict intensifies.

Hypothesis 2: The positive relationship between shared leadership and team performance is moderated by task conflict. When task conflict is low, the relationship between shared leadership and team performance will be stronger.

Figure 1 indicates the hypothesized conceptual model with task conflict as moderator.

Figure 1

Hypothesized conceptual model.



Relationship conflict

“Relationship conflict exists when there are interpersonal incompatibilities among group members, which are typically tension, animosity and annoyance among members within a group.” (Jehn, 1995). When we look at the information processing theory, relationship conflict would always have a negative effect on team performance. Because focusing on opposite perspectives could be beneficial for performance, focusing on relationship conflicts distracts from the main task. There would be less mental resources available for important processes for the task at hand, and thus dysfunctional for team functioning (McShane & Von Glinow, 2000). For example, integrating different perspectives and the open sharing of knowledge. (Nifdakar & Bauer, 2016).

The perspective of Jehn, the division perspective, also states that relationship conflict would not be efficient and would decrease team outcomes, in contrast to task conflict. The relationship conflict will only distract and increase feelings of anxiety and anger (Jehn, 1995). “The social self-preservation theory suggests that perceived social threat, as in relationship conflict, activates a stress reaction, which creates narrowed reasoning, cognitive rigidity, defensiveness, closed-mindedness, and either intensification or avoidance response.” (Carnevale & Probst, 1998; Lamarche et al., 2012).

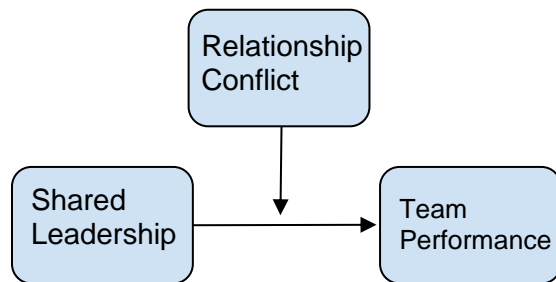
So in both directions within the intragroup conflict literature, relationship conflict is proposed to always have a negative effect on the relationship between shared leadership and team performance.

Hypothesis 3: The positive relationship between shared leadership and team performance is moderated by relationship conflict. When relationship conflict is low, the relationship between shared leadership and team performance will be stronger.

Figure 2 indicates the hypothesized conceptual model with relationship conflict as moderator.

Figure 2

Hypothesized conceptual model.



Process conflict

In the literature of Jehn (1995) a third type of intragroup conflict is defined, process conflict. Process conflict is the conflict that exists within a team about roles, timelines and resource allocation. Process conflict is not included in this research because of multiple reasons. This research is built upon the integration of the literature from shared leadership and intragroup conflict. For intragroup conflict especially the meta-analysis of De Dreu and Weingart (2003) was used and process conflict was not examined within this large study. Furthermore there is a clear difference between the proposed and found effects of task- and relationship conflict in the literature, where process conflict is shown to be negative across the minimal research that exists with an effect size of $p = -0.15$. (de Wit et al., 2012; O'Neill et al., 2018). Because of these two reasons and the scope of this paper, process conflict was excluded from this research.

Methods

Participants

131 people from different organizations filled in the survey. But in the end only 46 participants were used in this research. 35 participants didn't meet the requirements and were

controlled for. 30 of them didn't work for more than 20 hours and five participants didn't work in a team. Next to this 50 people started the survey but didn't fill it in entirely. They were also controlled for during the statistical analysis. The sample consisted of 19 men and 28 women, who worked for more than 20 hours and in teams of two or more colleagues. 39 participants filled in the questionnaire in English and 92 filled it in in Dutch. The age of the participants varied from 21 to 66 years old. Furthermore, the average working hours in a week was 35 with a maximum of 65.

Procedure

The ethics approval was requested before the recruitment of the participants started. The participants were reached via different social media platforms; WhatsApp, Facebook, Instagram & LinkedIn. The participants decided for themselves if they wanted to participate and there was no compensation for joining our research. The questionnaire could be filled in the newest version of Qualtrics in both Dutch and English. It measured different variables associated with shared leadership and team performance. It could be filled in the newest version of Qualtrics in both Dutch and English. We checked for outliers with the Mahalanobis distance and there weren't any in our dataset. Afterwards a regression analysis was performed to see if our hypotheses were supported.

Measures

Shared Leadership

A modified version of the Shared Leadership Questionnaire (SLQ; Hoch et al., 2010) was used to measure the level of shared leadership and vertical leadership. The subcategories directive- & aversive leadership were not included in this research, because these are not related to shared leadership. The tests consist of 18 7-point Likert scale questions, ranging from 1

(strongly disagree) to 7 (strongly agree). Example questions are: “My team members encourage me to work together with other individuals who are part of the team.” or “My team members encourage me to rethink ideas which had never been questioned before.” For the full questionnaire, see Appendix A. The Cronbach’s Alpha is 0.85 for shared leadership, so reliability is high.

Task & Relationship Conflict

A modified simplified version of the Intragroup Conflict Questionnaire (ICQ; Jehn, 1995) was used to measure the level of intragroup conflicts with subcategories task conflict and relationship conflict. Item 8 was taken out, because of a high modification index, thus showing that the item might not represent the underlying factor of task conflict. The high modification index of item 3 & 4, hinting at the similarity between both items. This item was subsequently taken out of the final version. Six 7-point Likert scale questions remained, ranging from 1 (strongly disagree) to 7 (strongly agree). An example of a question: “How frequently do you have disagreements within your work group about the task of the project you are working on?” For the full questionnaire, see Appendix B. Cronbach’s Alpha on the final version is 0.82 for task conflict and 0.89 for relationship conflict, so reliability is high.

Team Performance

The questionnaire from Van der Vegt & Bunderson (2005) was used to measure Team performance. This was an adapted version of the original measure of Ancona & Caldwell (1992). The questionnaire contained 18 7-point Likert scale questions, ranging from 1 (strongly disagree) to 7 (strongly agree). An example of a question: “Team members encourage one another to

express their opinions and thoughts.” For the full questionnaire see appendix C. Cronbach’s Alpha of this test is 0.87, so reliability is high.

Control Variables

In this study one control variable is used, the number of hours someone works in a week. The number of working hours of an employee is shown to have a negative effect on working productivity and therefore also has a negative effect on team performance (Delmez & Vandenberghe, 2018). An increase in working hours can lead to a higher level of family-work conflict. This is an inter-role conflict where the demands of the family domain interfere or are compatible with the demands of the work domain. (Greenhaus and Beutell, 1985). Family-work conflict is reported to be negatively associated with emotional commitment and positively with turnover intentions. (Zhang et al., 2011). Thus intervening with group dynamics and team performance. Therefore the number of working hours in the week were controlled for in the analysis.

Results

Preliminary Analysis

Table 1 shows the bivariate correlations and descriptive statistics of all variables used in the study. Relationship Conflict and Task Conflict are highly correlated and significant ($r = .79$, $p = 0.00$). This can decrease the power of the difference between both variables. Furthermore, the control variable is not correlated with any other variable. To check for outliers within our data we used Mahalanobis Distance, with the biggest $p > 0.001$, so no significant outlier. Next, to check for normality we used both Kolmogorow-Smirnov and Shapiro-Wilk. Both were

insignificant which was also shown by the histograms and Q-Q plots. The assumption of normality is thereby met. Little's MCAR test, to detect missing patterns, indicates that $\chi^2(7) = 11.88, p=0.104 < 0.05$. So no missing patterns were found within our data. Scatter plots were used to check for the assumption of homoscedasticity. These revealed no obvious pattern, supporting the assumption of homoscedasticity.

Table 1

Means, Standard Deviations and correlations

Variables	M	SD	1	2	3	4
1. Team Performance	4.61	1.09				
2. Shared Leadership	4.59	.09	.70**			
3. Task Conflict	2.92	1.11	-.36*	-.37*		
4. Relationship Conflict	2.75	1.34	-.53**	-.48**	-.79**	
5. Working Hours	35.12	11.65	0.07	-.07	.01	-.12

*Note: N = 46. ** $p < .01$, * $p < .05$.*

Hypothesis testing

The results of the linear regression of the relationship between shared leadership and team performance are shown in Table 2. As shown, Shared Leadership is significantly related to Team Performance ($t(2) = 6.37, p < 0.001$). This is in support of the first hypothesis.

Table 2

Results of the Regression Analysis Predicting Team Performance

Model	B	SE	T	P	LLCI	ULCI
Constant	4.17	.38	11.04	.00**	3.41	4.93
Shared Leadership	.76	.16	4.70	.00**	.43	1.09
Task Conflict	-.06	.12	-0.55	.58	-.30	.17
Interaction	.25	.12	2.15	.04*	.02	.49
Working Hours	.02	.01	1.48	.15	-.01	.04

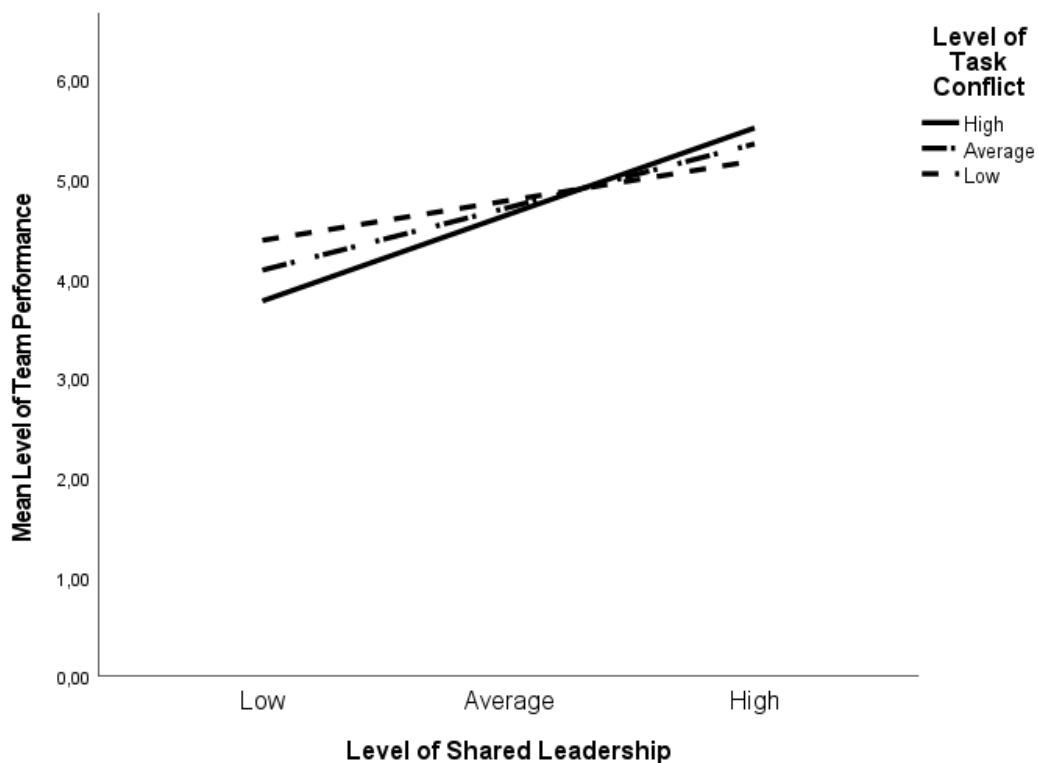
*Note: N = 46. ** $p < .01$, * $p < .05$.*

The results of the moderation regression analysis done with the Process V4.1 of Andrew F. Hayes, when task conflict is taken into account can be found in Table 2 and Figure 3. The overall model is shown to be significant ($F(4,41) = 12.502, p = 0.00, \eta^2 = .23$). The interaction effect between Shared Leadership and Task Conflict is also significant ($T(41) = 2.151, p = 0.0374$). This does not support the second hypothesis.

Figure 3 indicates the significant interaction effect of task conflict on team performance

Figure 3

The moderating effect of task conflict on the relationship between shared leadership and team performance



The results of the moderation regression analysis done with the Process V4.1 of Andrew F. Hayes, when relationship conflict is taken into account can be found in Table 3 and Figure 4. The overall model is significant with $F(4,41) = 12.85, p < 0.001, R^2 = 0.56$). However both relationship conflict and the interaction effect are not significant, sequentially $T(41) = -1.44, p = 1.26$ & $T(41) = 1.57, p = 0.13$). So the third hypothesis is not supported.

Table 3

Results of the Regression Analysis Predicting Team Performance, Moderator Relationship Conflict.

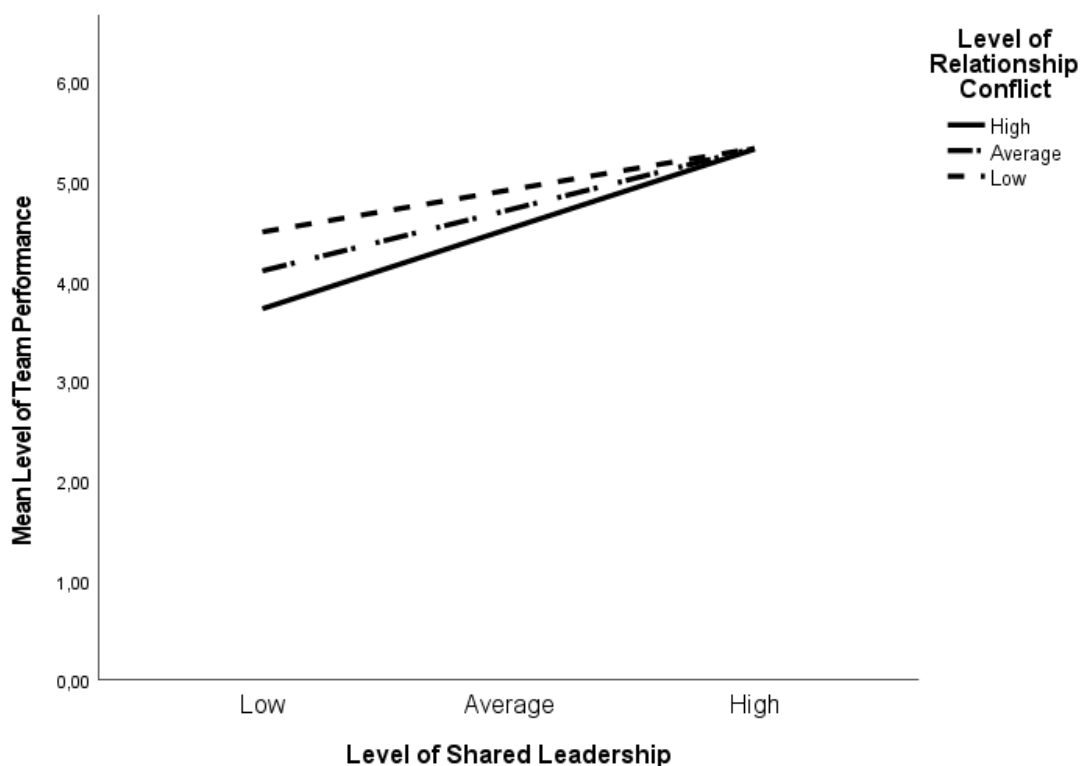
Model	B	SE	T	P	LLCI	ULCI
Constant	4.36	.38	11.59	.00**	3.60	5.13
Shared Leadership	.73	.16	4.52	.00**	.41	1.06
Relationship Conflict	-.15	.11	-1.44	.16	-.36	.06
Interaction	.17	.11	1.57	.12	-.05	.40
Working Hours	.01	.01	.96	.34	-.01	.03

*Note: N = 46. **p < .01.*

Figure 2 indicates the non-significant moderation effect of relationship conflict on team performance

Figure 2

The moderating effect of Relationship Conflict on the relation between Shared Leadership and Team Performance



Discussion

This research underlines the positive effect of shared leadership on team performance in general. Does the fluent shifting of leadership between team members indeed contribute to the level of team performance? By looking into the moderation effects of both task- and relationship conflict interesting conclusions came forward. High levels of task conflict is shown to be significantly beneficial for team performance if shared leadership within the group is also high. However, relationship conflict was not significantly related to the relationship between shared leadership and team performance.

Shared leadership is reported to have many beneficial effects on team outcomes. It is supposed to have a positive effect on team satisfaction, team effectiveness, increased commitment and more (Avolio et al., 1996; Carson et al., 2007; Kuenberg et al., 2012; Mehra et al., 2006). In this paper, the beneficial effects of shared leadership on team performance are confirmed once more. This indicates that, in general, the use of a shared way of leadership can be better than the use of a traditional leader. Furthermore, this is not just the case of a certain type of work team, but generalizable to a variety of different sorts of teams.

The research about conflict is split into two main directions. First, there is the information processing theory proposing the overall negative effect of intragroup conflict. When too much intragroup conflict occurs within a team, this theory states that it would overload information processing and therefore have a negative impact on team outcomes. (Carnevale & Probst., 1998). So high levels of conflict, no matter what kind, would be detrimental to team performance.

The other direction, with Karen A. Jehn, as the main advocate, made a division between intragroup conflict. Especially task- and relationship conflict would have different effects on team outcomes. Task conflict would be beneficial if not too high and relationship conflict would always have a negative impact on team performance. In the recent meta-analysis of De Dreu & Weingart (2003), both task- and relationship conflict are shown to have detrimental effects on team performance. This was also what was hypothesized in this research. Task conflict was predicted to make the shifting of power between team members more difficult, a fundamental assumption of the positive effects of shared leadership. Therefore the relationship between shared leadership and team performance was hypothesized to be stronger when task conflict was low rather than high. The found results contract these predictions. When task conflict is high and shared leadership is high as well, this is optimal for team performance. However, when task

conflict is high and shared leadership is low, this decreases team performance. When shared leadership is high, higher levels of task conflict could increase the integration of different perspectives on how to solve a certain problem. This way the team can make a well-founded decision and therefore team performance could improve as well. These results contradict meta-analytic research (De Dreu & Weingart, 2003). The combination of shared leadership and task conflict could therefore be very relevant for team management. More research is proposed later in this thesis to understand the processes that play a part in this effect.

The next hypothesis that was made was about the effect of relationship conflict on the relationship between shared leadership and team performance. Relationship conflict is proposed to have a negative effect on this relationship because when there is tension, animosity and annoyance between team members, the focus is shifted away from the main task (Jehn, 1995). Relationship conflict is mentioned to be dysfunctional (McShane & Von Glinow, 2000). This research demonstrates that this is not always the case. Where relationship conflict is negatively correlated to shared leadership and team performance, there is a non-significant moderation effect on this relationship. There is an interaction effect found at very high levels of shared leadership, but this is not significant. High levels of shared leadership can be assumed to reduce the negative effects of relationship conflict. This could happen because shared leadership is shown to have positive effects on commitment and collective pride (Carson et al., 2007; Jackson, 2011). However, because of the small number of participants, future research is needed to confirm these results within a larger sample and to demonstrate the precise effects and the processes of relationship conflict in shared leadership teams.

Practical Implications

The effects found in these research can be used to create a better environment for a team to work in. Overall the impact of shared leadership is found to be positive on team performance. Thus when creating a new team or changing the way a team works, this research could be taken into account along with the other reports about this phenomenon. Next to this task conflict could be a good tool to increase team performance if shared leadership is high. To improve team performance you can then make use of interventions to increase task conflict which could in turn enhance team performance.

Where the moderating effect of relationship conflict on shared leadership and team performance is not shown to be significant in this research, managers should be wary of this. Almost all the research, no matter which direction of the conflict literature, points at the negative effects of relationship conflict. Also the direct negative correlation of relationship conflict with team performance, it is advised to keep it as low as possible.

Limitations and strengths

Organizations face diverse and complex problems which can't be solved with the expertise of one employee. Therefore teams are becoming increasingly important within organizations (Han & Beyerlein, 2016). Leadership is therefore a relevant research subject. Another strength of this research is the use of highly reliable scales for measuring the used variables. This way we know we do measure what we want to measure. Next to this, our sample was heterogeneous. Participants who filled in the questionnaire worked for all kinds of organizations, in different working fields, with different group sizes and different working hours. This makes the results generalizable to multiple different settings and teams with different purposes.

However, we started this research aiming for more than 80 participants. Unfortunately, we did not reach this amount of participants. Our survey was too long for a lot of the participants to fill it in completely. Next to this, we did have some strict qualifications for participating in our research. This meant that only 46 people filled in all the variables necessary for this research and thus were taken into account during the statistical analysis. Therefore the power of this analysis is below what we aimed for, which results in that we might fail to reject the null hypothesis which is actually false.

Another limitation of our research is the fact we measured team dynamics within groups from the perspective of one individual. This is a subjective measure which can result in a distorted picture of the real level of shared leadership and conflict within a certain team. Future research is encouraged to interview more people within the same team to get more objective measurements.

Future research

This research paper showed some surprising results, which leads to interesting future research possibilities. For future research regarding shared leadership in general, it would be relevant to get data from more people within the same team. By integrating this data, you can have a more objective picture of the team. Also exceeding the number of participants we did get in this research.

Furthermore, we looked into the division between task- and relationship conflict and their effects on shared leadership and team performance. For further research, it is encouraged to investigate the effects of process conflict on shared leadership and team performance. This was not included and would therefore add to the existing literature.

Finally, the combination of shared leadership and task conflict could be very important for team management. The effect of shared leadership can be the factor that changes task conflict from something negative to a tool to improve team performance. More research is encouraged to investigate the optimal balance between these variables and the conditions that play a part in this effect.

Conclusion

We can conclude that shared leadership has an overall positive effect on team performance. So shared leadership is good to keep in mind when setting up new teams to solve certain problems within an organization. Task conflict can have a positive effect on team performance when shared leadership is also high. The integration of different perspectives and views can increase in these teams which results in well-founded decision-making and higher team performance. Relationship conflict on the other hand does not have a significant effect on the relationship between shared leadership and team performance. More research is needed to investigate the different processes that play a part in these team phenomena.

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Appendix A

Measures

Shared leadership Questionnaire

1. My team members provide a clear vision of whom and what our team is.
2. My team members are driven by higher purposes or ideals.
3. My team members show enthusiasm for my efforts.
4. My team members encourage me to rethink ideas which had never been questioned before.
5. My team members seek a broad range of perspectives when solving problems.
6. My team members encourage me to go above and beyond what is normally expected of one (e.g., extra effort).
7. My team members decide on my performance goals together with me.
8. My team members and I work together to decide what my performance goals should be.
9. My team members and I sit down together and reach agreement on my performance goals.
10. My team members work with me to develop performance goals.
11. My team members encourage me to search for solutions to my problems without supervision.
12. My team members urge me to assume responsibilities on my own.
13. My team members encourage me to learn new things.
14. My team members encourage me to give myself a pat on the back when I meet a new challenge.

15. My team members encourage me to work together with other individuals who are part of the team.
16. My team members advise me to coordinate my efforts with the others, who are part of the team.
17. My team members urge me to work as a team with the others, who are part of the team.
18. My team members expect that the collaboration with the other members in the team works well.

Team Performance Questionnaire

1. All team members do the best they can to participate in discussions.
2. When team members have different opinions, each member explains his or her point of view.
3. Team members encourage one another to express their opinions and thoughts.
4. Team members share and receive criticism without making it personal.
5. Different points of view are respected by team members.
6. Often members help a fellow team member to be understood by paraphrasing what he or she is saying.
7. My team uses several techniques for problem solving with each team member presenting his or her best ideas.
8. Team members work to come up with solutions that satisfy all members.
9. All team members consistently pay attention during group discussions.
10. My team actively elicit multiple points of view before deciding on a final answer.
11. Team members listen to each other when someone expresses a concern about individual or team performance.

12. Team members willingly participate in all relevant aspects of the team.
13. Team members resolve differences of opinion by openly speaking their mind.
14. Team members use feedback about individual or team performance to help the team be more effective.
15. Team members seem attentive to what other team members are saying when they speak.
16. My team resolves many conflicts by compromising between team members, with each one giving in a little.
17. Members who have different opinions explain their point of view to the team.
18. Team members are recognized when something they say helps the team reach a good decision.

Intragroup Conflict (Task & Relationship) Questionnaire

1. How much relationship tension is there in your work group?
2. How much conflict of ideas is there in your work group?
3. How often do people get angry while working in your work group?
4. How frequently do you have disagreements within your work group about the task of the project you are working on?
5. How much emotional conflict is there in your work group?
6. How often do people in your work group have conflicting opinions about the project you are working on?