

**Shared Leadership, Relationship Conflict and Task Conflict: The Moderating Role of  
Trust**

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### **Abstract**

In this study we propose and research an explanation for the conflicting result found (Berman et al., 2012; Sinha et al., 2021), in respect to the relationship of shared leadership and conflict. We suggest that this can be explained by the different types of conflict that possibly exist, in this research we chose to look at task and relationship conflict. We have investigated via two proposed models whether shared leadership indeed has different effects on task and relationship conflict and if trust has an influence with respect to these two relations. This was researched conducted through a questionnaire ( $N = 74$ ) that was distributed by a convenience sample. In this study it was hypothesized that shared leadership would be negatively associated with relationship conflict, there was no evidence found for this hypothesis within the proposed model. It was hypothesized that this relationship would be moderated by trust, for this there was also no evidence found within the proposed model. Further it was hypothesized that trust would be negatively associated to relationship conflict, no evidence of this has been found within the proposed model. For the hypothesized positive association between shared leadership and task conflict there was also no evidence found within the proposed model. The same is the case for the hypothesized moderating effect of trust on this relationship. Lastly instead of the hypothesized positive relationship between trust and task conflict in this study the opposite was found.

*Keywords:* shared leadership, task conflict, relationship conflict, trust

### **Shared Leadership, Relationship Conflict and Task Conflict: The Moderating Role of Trust**

In shared leadership one person does not carry all the burdens of leadership for the team but these burdens are distributed across team members. Shared leadership is a form of leadership that is becoming increasingly popular within organizations and that is not strange considering research has already found that an increase in shared leadership is associated with positive team outcomes, like increased productivity and creativity (Wu et al., 2018). Because of the increase in use of shared leadership in organizations (Sinha et al., 2021) it is good to fully understand shared leadership and its effects. So it is important to know if shared leadership can also have negative consequences. Some studies suggest so, these studies have found a positive association between conflict and shared leadership (Sinha et al., 2021), but other studies have found the opposite (Berman et al., 2012). It would be interesting to find out why some studies found a positive association between shared leadership and conflict and some a negative association, current literature has not yet found an answer to this question. In this research we hypothesize that it possibly could be explained through dividing conflict in different types of conflict. If some type of conflict is negatively associated with shared leadership and some type of conflict is positively associated with shared leadership this would explain why studies have found such varying results. Small differences in the use of measurements in studies can for example mean that different types of conflict are measured and that because of this the relation with other variables like shared leadership turn out completely different.

In research, conflict is often divided into two or three types of conflict, in relationship conflict and task conflict (Dreu & Weingart, 2003; Jen, 1995) or in relationship conflict, task conflict and process conflict (Jen & Mannix, 2001; De Wit et al., 2012). For this research we have chosen to look at task and relationship conflict with making the choice to

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leave process conflict out. This because these two forms of conflict are researched the most and because adding the third one is beyond the scope of this research.

Little research has been done on the associations between shared leadership and relationship and task conflict. As far as we know there is only a negative association found between shared leadership and relationship conflict (Sinha et al., 2021). This relationship is more complex when the moderator team power based diversity used in the study of Sinha et al. (2021) is taken into account. Team power based diversity refers to a heterogeneous team state in interpersonal power bases from which each team member derives influence. It represents differences in resources team members use to influence each other (Sinha et al., 2021). The different resources in the research of Sinha et al. (2021) are defined as nine sources of power: referent, expertise, informational, positional, coercive, reward, approval, reciprocity and equity. In their research Sinha et al. (2021) hypothesized that when there are differences in these primary bases of power, people are more likely to accept each other's influence and because of this people are less likely to get into relationship conflict. This means that the negative relationship between shared leadership and relationship conflict is strengthened by high team power based diversity. But when team power based diversity is low, this relationship between shared leadership and relationship conflict will be positive. We think that trust is a moderator just like this because when people trust each other they are also more likely to accept each other's influence (Mayer et al., 1995). This means that when people trust each other, shared leadership will likely only make the negative association between shared leadership and relationship conflict stronger and when trust is low that this relationship will reverse, so that shared leadership has a positive effect on relationship conflict.

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In this article we conduct research through a questionnaire, in an attempt to shed more light on shared leadership and its associations with conflict. In this research we use the factors introduced above: shared leadership, relationship conflict, task conflict and trust.

### **Theory and Hypotheses Development**

#### **The effects of Shared Leadership on Conflict**

There are mixed results when looking at the association between shared leadership and conflict (Sinha et al., 2021; Berman et al., 2012). Some studies suggest that shared leadership decreases conflict because it increases overall team functioning (Wu et al., 2018). Others argue that because people have to share power in a team they come in a position in which it is less clear what power they have, and that this can give rise to a struggle for power and thus conflict (Sinha et al., 2021). In this study we conceptualize conflict into two types, this because most research is done on these two types and because splitting conflict might explain the ambiguous results in relation to shared leadership found in earlier research. The two types of conflict we focus on in this study are task conflict and relationship conflict.

The first type of conflict is relationship conflict, this type of conflict involves person-oriented issues like feelings of friction, annoyance and frustration (Jen & Mannix, 2001). The second kind of conflict is task conflict, this pertains conflict related to differences in ideas and opinions (Jen & Mannix, 2001).

In shared leadership one person does not carry all the burdens of leadership for the team, but these burdens are distributed across team members (Drescher et al., 2014). To research the relationship between shared leadership and both types of conflict we will in this paper use two models. In model one we will use shared leadership as the independent variable, relationship conflict as the dependent and trust as the moderator variable. In model two we will use shared leadership as the independent variable, task conflict as the dependent

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and again trust as the moderator variable. Below we discuss the hypothesis with respect to these two models and why these hypothesis are made.

We assume that shared leadership is generally negatively associated with relationship conflict. This because it increases the overall team functioning and as such the intra group cohesion which in turn decreases conflict (Wu et al., 2018). There has for this assumption already been found evidence by Sinha et al. (2021). Sinha et al. (2021) found in the moderation model they researched as the main effect that shared leadership and relationship conflict are negatively associated.

**Hypothesis 1.** Shared leadership in teams will be negatively associated with relationship conflict. (Main effect, model one)

In research by Sinha et al. (2021) they found that team power based diversity moderated the relation of shared leadership and relationship conflict. They found that lower power based diversity weakened the negative association of shared leadership with relationship conflict or even reversed this relation. We hypothesize that trust does the same, this because they both make it more likely for people to accept other people's influence (Mayer et al., 1995, Sinha et al., 2021). This means that lower values in team power based diversity and trust would both weaken the negative association of shared leadership with relationship conflict or even reverse it.

**Hypothesis 2.** Trust moderates the relationship between shared leadership and relationship conflict, this negative relationship between shared leadership and relationship conflict is strengthened when the trust in a team is higher. If team trust is low, then this relationship will be reversed, such that more shared leadership will be associated with higher relational conflict. (moderation effect, model one)

We assume that trust next to its moderation effect also has a direct influence on relationship conflict, we think that this relationship is negative. This is assumed because the

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more people start to trust each other, the easier their person-oriented issues are resolved (Mayer et al., 1995). So it is logical to expect that things like feelings of friction, annoyance and frustration, which are associated with relational conflict, decrease when trust increases.

**Hypothesis 3.** Teams in which people trust each other more score lower on relationship conflict. (secondary effect, model one)

For the second model in which we look at the relationship between shared leadership and task conflict we assume that shared leadership will be positively associated with task conflict, this because the more power is distributed in a team, the more members are involved in choices that the team makes and thus the higher the chances are that there are differences in ideas and opinions. This implies that the chances of task conflict are higher because task conflict is defined as being about differences in ideas and opinions (Jen & Mannix, 2001).

**Hypothesis 4.** Shared leadership in teams will be positively associated with task conflict. (Main effect, model two)

We think the relationship between shared leadership and task conflict is also moderated by trust, we assume the higher the trust within a team the stronger the positive relationship between shared leadership and task conflict. We assume this is the case because the positive association between shared leadership and task conflict is about differences in ideas and opinions (Jen & Mannix, 2001). To have conflict in ideas and opinions, people first have to freely discuss these ideas and opinions and for this people must first be willing to be vulnerable to others. This is what trust influences, trust determines whether people are willing to be vulnerable to others or not (Mayer et al., 1995). So on the basis of these principles we expect that the relationship between shared leadership and task conflict becomes weaker when trust is lower and stronger when trust is higher.

**Hypothesis 5.** Trust moderates the relationship between shared leadership and task conflict, the positive relationship between shared leadership and task conflict is strengthened



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when the trust in a team is higher. If team trust is low, then this relationship will be weakened, such that more shared leadership will be less strongly positively associated with task conflict. (moderation effect, model two)

We assume that when people trust each other they are more willing to get into task conflict, so we predict a positive association between trust and task conflict. We hypothesize that this is the case because trust influences whether people are willing to be vulnerable and thus are willing to freely discuss differences in opinions and ideas (Mayer et al., 1995). When people are more willing to be vulnerable to others they start to discuss more about their differences in opinions and ideas with as consequence that the chances of conflicts in these differences in opinions and ideas increase. Because task conflict is about these differences in opinions and ideas (Jen & Mannix, 2001) would it be logical to hypothesize that next to the moderation effect trust has on the relationship between shared leadership and task conflict that it also has a direct positive effect on task conflict.

**Hypothesis 6.** Teams in which people trust each other more score higher on task conflict.

### **Overview of the Studies**

The variables in this study are assessed through a self-report measure. The variables task conflict, relationship conflict, trust and shared leadership are all measured through a questionnaire.

## **Methods**

### **Participants**

The group respondents targeted for this research is people working in groups (minimal three) with a work week of more than 20 hours, participants were required to have a minimum age of 18. Participants that did not meet these requirements or that did not complete the questionnaire were filtered out. The total size of the group of participants that is analyzed

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in this study was 74. The average age of the participants was 42.5 (SD = 42.49), the youngest participant was 21 and the oldest 65. The gender was 58.1 percent women, 40.5 percent male and 1.4 percent otherwise defined. Of the participants 40.5 percent was German, 27 percent Dutch, 20.3 percent Polish and 12.3 percent other (Pakistani, American, Austrian, British, Costa Rican, Irish, Japanese and Luxembourgish). Following now are some demographics about the work of the participants. 74.3 percent had work weeks of between 20 and 40 hours and 25.7 percent worked more than 40 hours a week. 43.2 percent had a team ranging from 3 to 8 persons, 31.1 percent ranging from 9 to 14, 13.5 percent from 15 to 20 and 12.2 percent more than 20. The highest finished education level was for most participants an university degree, this was 59.5 percent and 17.6 percent finished higher vocational education, 22.9 percent finished something else. The business sector in which the participants were employed ranged widely and was fairly equally distributed (for example: 10.8 percent financial industry, 17.6 percent education and instruction, 6.8 percent industry and production, 8.1 percent public administration and 12.2 percent healthcare). Most participants did have a permanent contract 73 percent, 16.2 percent had a contract for a limited period of time and 10.9 percent other. In our research we also found it interesting to look at covid work related changes, so we added a question about working online. Because this was something that drastically increased during the covid crisis. Most participants, 44.6 percent, said that they mainly work in person but only during the lockdown had to switch to working online, 31.1 percent of the participants said they worked in person so far, 17.6 percent said they worked hybrid (both online and in person) and 6.8 percent worked only online.

### **Research Design and Procedure**

This study is a between subjects design in which the differences in the scores of the participants on the variables are compared with each other (for example there is researched if scoring high on task conflict is associated with scoring high on shared leadership). The

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participants for the questionnaire are attained through a convenience sample. The five bachelor thesis students that have contributed to this study have all sent the questionnaire digitally to people they know and asked them to spread it further. The questionnaire has three language options, English, German and Polish. It takes about fifteen minutes to finish the questionnaire. The questionnaire is made in Qualtrics and relies and is stored on systems hosted by the University of Groningen. The data will go through a process of pseudonymization or de-identification and will then finally be analyzed through a regression with a moderation interaction effect. After the participants got the message the link in this message led them to the questionnaire and before they could start they first had to fill in an informed consent form. The participants also had to pass a few selection questions, so that we knew for sure they fulfilled the requirements of our target group. The scales for the main questions used were Likert scales ranging from one to seven. After the main questions the participants answered some demographic questions, these were followed by a debriefing.

### **Measures**

Next to the variables that are used in this paper (shared leadership, trust, task conflict and relationship conflict) there are also questions about variables used by the other bachelor thesis students and/ or by the supervisor. The variables on which these questions are based are: team fluidity, frequency of change, legitimacy, team membership stability, team performance, team creativity, organizational climate, team satisfaction, team cohesion, organizational commitment, procedural justice and collaborative team culture. All variables are measured through the means of statements which use a Likert scale from one to seven. Nearly all have a one that represents “strongly disagree” and a seven that represents “strongly agree”. Exceptions are the statements about team fluidity, which uses a one that represents “highly inaccurate” and a seven that represents “highly accurate”. The same is the case for the variable about team membership stability. For the variable team creativity one represents “not

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at all” and seven “to a very great extent”. In addition task conflict and relationship conflict are measured with one representing “none” and seven “a lot”. The questions about all the variables are taken from existing questionnaires used to measure these variables. The specific questions used in this studies can be found in appendix C.

*Shared leadership* was measured through a questionnaire developed by Hoch et al. (2010). This questionnaire makes use of 18 seven-point Likert scale questions, ranging from 1, “Strongly disagree” to 7, “Strongly agree”. The Cronbach's alpha found by Hoch et al. (2010) is 0.85.

*Relationship conflict* was measured through a questionnaire developed by Jen & Mannix (2001). The three questions of this questionnaire make use of a seven-point Likert scale ranging from 1, "not at all," to 7, "a lot". The Cronbach's alpha found by Jen & Mannix (2001) is 0.94.

*Task conflict* was measured through a questionnaire developed by Jen & Mannix (2001). The three questions of this questionnaire make use of a seven-point Likert scale ranging from 1, "not at all," to 7, "a lot". The Cronbach's alpha found by Jen & Mannix (2001) is 0.94.

*Trust* was measured through a questionnaire developed by Mcallister (1995). This questionnaire makes use of 11 seven-point Likert scale questions, ranging from 1, “Strongly disagree” to 7, “Strongly agree”. The Cronbach's alpha found by Mcallister (1995) is 0.90.

### **Results**

In this paper the research focuses on two models, one with relationship conflict as dependent variable and one with task conflict as dependent variable. Both models have shared leadership as predictor and trust as moderator. The predictions for model one are firstly that shared leadership is expected to have a negative association with relationship conflict. Secondly that this relationship between shared leadership and relationship conflict will be

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moderated by trust, so that this negative relationship will be weakened or even reversed.

Thirdly that trust will also be negatively associated with relationship conflict. The predictions for model two are first of all that shared leadership is expected to have a positive association with task conflict. Second, that this relationship between shared leadership and task conflict will be moderated by trust, so that this positive relationship will be strengthened. Lastly that trust will be positively associated with task conflict.

### **Analyzing the Data**

Before the use of the data to test the hypothesis all participants with incomplete data were removed. This means that before the analysis participants who did not answer a question or that did not manage to complete the questionnaire were excluded. This choice has been made because some participants which didn't complete the questionnaire as a whole indicated that they did not fully understand the questionnaire. This would mean that including these participants would increase the chances of incorrect results. After filtering out the responses of these participants, the analysis was performed on the remaining 74 cases, the data is analyzed in version 28 of SPSS through the use of version 4.1 of PROCESS macro (Hayes 2012).

### **Assumptions**

Before the check of the assumptions, a new interaction variable has been calculated, shared leadership x trust, which represents the moderation variable. The assumptions have been checked through features SPSS offers on its own, in the form of two models. Both models with as independent variables shared leadership, the new interaction variable and trust. But the two models differ in the dependent variable, model one has relationship conflict as dependent variable and model two relationship conflict. The assumptions that have been tested for these two models are, linearity, normality, homoscedasticity, multicollinearity and independence of observations. All assumptions have been met except the assumption of

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multicollinearity. All independent variables (and interaction variable) were found to be highly correlated in both models. The variance inflation factor (VIF) indicated a strong sign for multicollinearity, the values found were all above 10. To find which variables are highly intercorrelated the “eigenvalues” in collinearity diagnostics were observed, these showed that in both models all independent variables were highly correlated, with a value of 0.001 and variance proportions in the same row showed a value of above 0.9. Despite this violated assumption, we will still analyze the data, this because correcting for multicollinearity is beyond the scope of this research.

The rest of the assumptions all have been met. Standardized residual plots have been used to look at homoscedasticity. The variances were all approximately similar for the different groups that are being compared. The standardized residual plot for model one is figure 1 and can be found in appendix A. The standardized residual plot for model two is figure 6 and can be found in appendix B. The Durbin Watson is used to test the independence of observations. If the outcome of the test is less than 1.5, then there is a problem with the independence of observations. The assumption of interdependence of observations is in this case met. This is because the values found were respectively, for model one 1.89 and for model two 1.97. Partial plots are used to check for linearity, this assumption is met, there has not been another pattern found in the plots. The Partial plots for model one are figure 3, 4 and 5 and can be found in appendix A. The Partial plots for model two are figure 8, 9 and 10 and can be found in appendix B. A normal probability plot is used to check the normality assumption, the data is found to be approximately normally distributed. The normal probability plot for model one is figure 2 and can be found in appendix A. The normal probability plot for model two is figure 7 and can be found in appendix B.

### **Main analysis**

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To get a general overview of the study there are descriptive statistics calculated. In table 1 the means, standard deviation and the correlations between the variables can be found.

**Table 1**

*Means, Standard Deviations and Correlations of Study Variables*

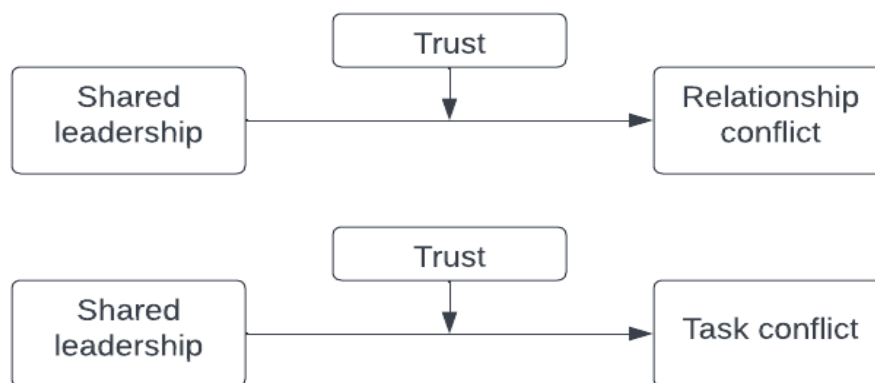
Variables	Mean	SD	1	2	3
1. Shared Leadership	4.74	1.11			
2. Relationship conflict	5.13	0.96	-.38**		
3. Task conflict	2.52	1.07	-.12	.60**	
4. Trust	3.01	1.19	.64**	-.49**	-.32**

*Note.* N = 74.

The data is analyzed with the use of SPSS (version 26) and an extension called PROCESS (version 4.1). In the results we found within the models only one significant result. This was the negative association between trust and task conflict ( $\beta = -.98$ ;  $p = .04$ ). Both models as a whole were found to be significant predictors of shared leadership.

**Figure 1**

*Visualization of model*



*Note.* In this figure is the direct relationship between trust and relationship conflict and task conflict not shown.

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Table 2 found below shows the results of the analysis for model one. Shared leadership is in this model the independent variable, trust is the moderator variable and relationship conflict is the dependent variable. Shared leadership was hypothesized to be negatively associated to relationship conflict but no significant effect has been found ( $\beta = -.27$ ;  $p = .58$ ). Trust was also predicted to be negatively associated with relationship conflict but there was no significant effect found ( $\beta = -.60$ ;  $p = .14$ ). Trust was expected to moderate the association of shared leadership and task conflict, it was expected to make this relationship stronger, but no significant effect has been found ( $\beta = .03$ ;  $p = .72$ ). Our complete model with predictors and the interactions explained 24.8% of the variance in relationship conflict. For our complete model the following values were found,  $R^2 = .25$ , Adjusted  $R^2 = .23$ ,  $F(3, 70) = 7.69$ , this is significant for  $p > 0.5$ . This means that the total model predicts part of shared leadership significantly.

**Table 2**

*Effect of independent variables on the dependent variable Relationship conflict*

Independent variable	Coefficient	SE	t	p	LLCI	ULCI
Constant	6.08	1.98	3.07	.00	2.13	10.03
Shared leadership	-.27	.48	-.56	.58	-1.22	.68
Trust	-.60	.40	-1.49	.14	-1.40	.20
Interaction variable	.03	.09	.36	.72	-.14	.21

*Note.* Interaction variable : Shared leadership x Trust (moderator).

Table 3 found below shows the results of the analysis of model two. Shared leadership is the independent variable, trust is the moderator variable and task conflict is the dependent variable. Shared leadership was hypothesized to be positively associated to task conflict but no significant effect has been found ( $\beta = -.44$ ;  $p = .44$ ). Trust was also predicted to be



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positively associated to task conflict but was found to be negatively associated to task conflict instead ( $\beta = -.98$ ;  $p = .04$ ). Trust was expected to moderate the association of shared leadership and task conflict, it was expected to make this relationship stronger, but no significant effect has been found ( $\beta = .11$ ;  $p = .29$ ). Our complete model with predictors and the interactions explained 12.9% of the variance in task conflict. For our complete model the following values were found,  $R^2 = .13$ , Adjusted  $R^2 = .09$ ,  $F(3, 70) = 3.44$ , this is significant for  $p > 0.5$ . This means that the total model predicts part of shared leadership significantly.

**Table 3**

*Effect of independent variables on the dependent variable Task conflict*

Independent variable	Coefficient	SE	t	p	LLCI	ULCI
Constant	7.31	2.37	3.08	.00	2.58	12.05
Shared leadership	-.44	.57	-.77	.44	-1.58	.70
Trust	-.98	.48	-2.04	.04	-1.94	-.02
Interaction variable	.11	.11	1.07	.29	-.10	.32

*Note.* Interaction variable : Shared leadership x Trust (moderator).

### Discussion

There were two models tested, one with as independent variable shared leadership, as dependent variable relationship conflict and as moderator variable trust. The second model has as independent variable also shared leadership, as dependent variable task conflict and as moderator variable trust. The proportion of explained variance of both models was found to be significant but the individual effects within the models were all found to be insignificant, except for the relationship between trust and task conflict. Trust was found to be negatively correlated to task conflict, this was the opposite of what was hypothesized. On the basis of these results is it probable that the models that are hypothesized in this study don't have any

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practical value. The associations of the variables that are measured in this model are simply not significant or, for the association of trust and task conflict, predict the opposite.

Outside of the models there are between the variables mostly significant correlations found. So for future research and for practical use would these correlations be more interesting than the models. These correlations give some hints of possible associations that in the real world may exist. This research tried to give an explanation for the differences in research results found in relation to shared leadership and its associations with conflict (Sinha et al., 2021; Berman et al., 2012) through dividing conflict into task conflict and relationship conflict. Outside of the model was shared leadership found to be significantly negatively associated with relationship conflict and not significantly related to task conflict. The hypothesized origin of the conflicting research results found, in relation to shared leadership and its associations with conflict, was that shared leadership would be negatively associated to relationship conflict and for task conflict the opposite. Next to the insignificant findings within the model do these correlations not really point in that direction. The correlations support the assumption that shared leadership would be negatively associated to relationship conflict, this is in line with research of Sinha et al. (2021). But the correlations do not seem to support the hypothesis that shared leadership is negatively associated to task conflict. Concluding, these correlations do not really give an explanation for the differences in research results found in relation to shared leadership and its association with conflict. But it could be that splitting conflict in different types of conflict is still the solution for the conflicting research result found, in respect to shared leadership and its associations with conflict.

When looking at trust, the correlations found, when not using the model as a whole, are either contradicting the hypothesis initially proposed or are in line with the hypothesis initially proposed. Trust is found to be significantly negatively associated with relationship conflict, just as hypothesized within the model. But for the relationship between trust and task

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conflict the opposite has been found to be significant, which is also the opposite of what was hypothesized. So these correlations predict that trust is probably negatively associated with both task conflict and relationship conflict.

Other interesting correlations are those of relationship conflict and task conflict, these are found to be significantly positively correlated. Also trust and shared leadership are found to be significantly positively correlated.

The significant correlations found separate of the proposed models, have in contrast to these models probably practical use. While the correlations found above need to be researched further, would we advise managers that an increase in shared leadership will probably decrease relationship conflict. So if they give more power to teams and within team distribute the power more equally, than this is likely to decrease the degree of relationship conflict within that team. Taking the correlations in account would we also advise managers to increase trust within teams if they want to decrease both relationship and task conflict. This because an increase in trust is associated with both a decrease in relationship conflict and task conflict. Lastly would we advise managers to increase shared leadership, if they want to increase trust, this because these two are outside of the model positively correlated.

### **Limitations and directions future research**

One limitation of our study was the small sample, we used in the end only 74 participants for our analysis. This was mainly because we had to filter out a lot of participants because they had not finished the questionnaire. We also filtered out participants who did not meet the criteria of our target group (work in a group, being 18 years of older). We assumed before we spread the questionnaire that it would take about 15 minutes to fill in. We came to this conclusion by filling it in ourselves and using our time as an estimate. After spreading the questionnaire we heard from the participants that it generally took them a lot longer to complete than the 15 minutes we first indicated. That it took participants longer to fill in the

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questionnaire may also have led to a decrease in the attention span of participants, so because they had to fill in this very long questionnaire their answers may have gotten less accurate towards the end of the questionnaire. A third limitation of our study is that the questionnaire was spread through the use of a convenience sample. This makes the results probably biased, there were relatively many participants who have studied at an university. This also affects the generalizability of our results. The participants were also mostly western, this would also hint at a possible bias. Lastly, the independent variables were found to be highly correlated, so the assumption of multicollinearity was not met, which means that the chances of inaccuracy in the results found are a lot higher. This in combination with the found correlations and insignificant results within the models, reflect that the models possibly should have been constructed differently. What wasn't an unlikely possibility from the start, this because the models itself were constructed based on little research, so the chances for them to be constructed correctly were quite low.

The strengths of this research are mainly it's time and cost effectiveness. The research is conducted in a short amount of time, the study is completed in less than half a year. From the preparation and construction of the study to the acquiring and analysis of the data, and in the end the completion of writing the paper. This research was cost efficient as there were no costs involved in this research. Other advantages of this paper are the information that it provides, the model it provides evidence against and the associations it provides evidence for.

This research showed that it is not probable that the models, as they have been researched in this paper, are useful for practical use or useful in future research. But the correlations found between the variables, independent of the models, could be useful. These illustrate what associations there may be between the variables used in this paper. In the end can be concluded that the contradicting results found in past research, about the association between shared leadership and conflict, still needs to be extensively researched. So the

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answers this paper doesn't give will be given in the future. This can be done through looking at research already done and maybe also with the help of the correlations found in this study independent of the models.

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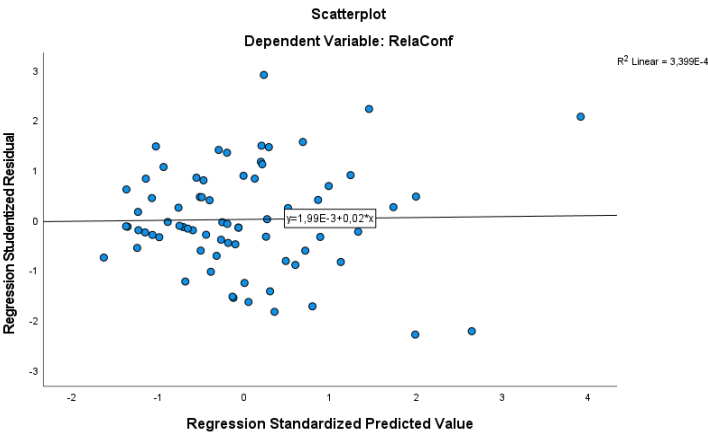
Appendix A

Assumption checks model 1 (Relationship conflict)

*Homoscedasticity*

A standardized residual plot is used to look at homoscedasticity. The variances are approximately similar for the different groups that are being compared. In the figure below does “RelaConf” represent the variable relationship conflict.

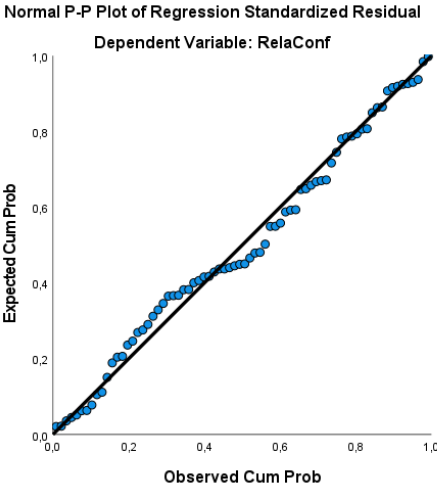
Figure 1



*Normality*

Normal probability plot is used, the data is approximately normally distributed. In the figure below does “RelaConf” represent the variable relationship conflict.

Figure 2



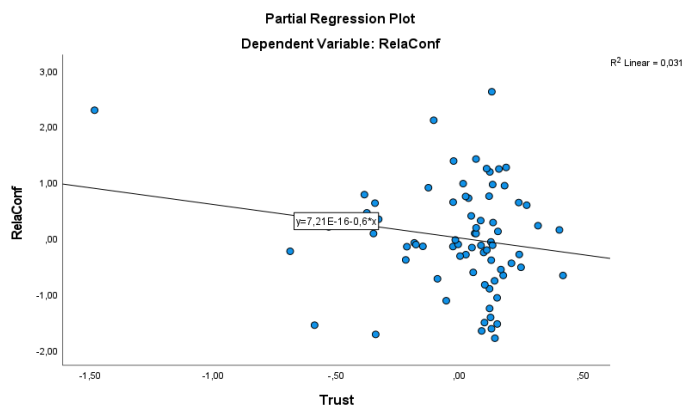


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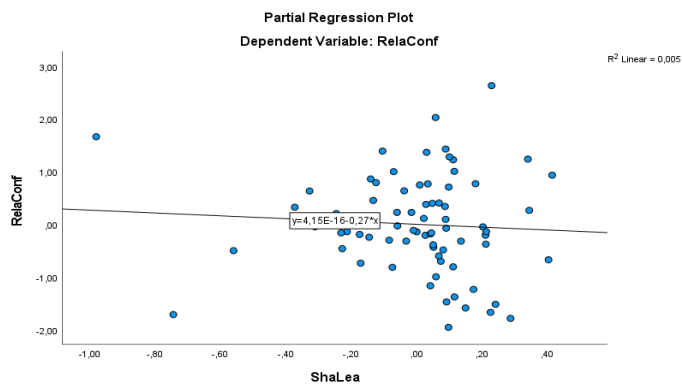
## Linearity

Partial plots are used to check for linearity, this assumption is met, there has not been another pattern found in the plots. In the figures below does “RelaConf” represent the variable relationship conflict, “Trust” the variable trust, “ShaLea” the variable shared leadership and “Sha\_Tru” the interaction variable (shared leadership x trust).

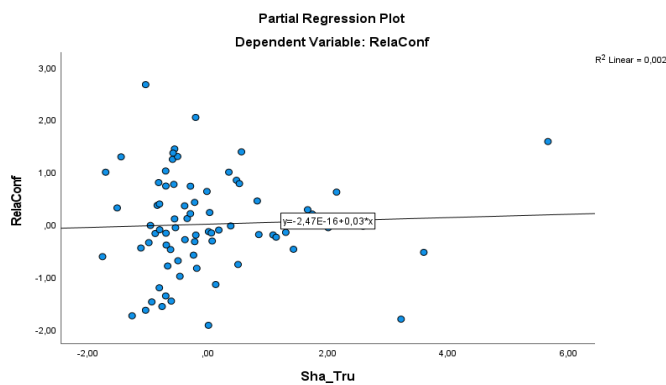
**Figure 3**



**Figure 4**



**Figure 5**



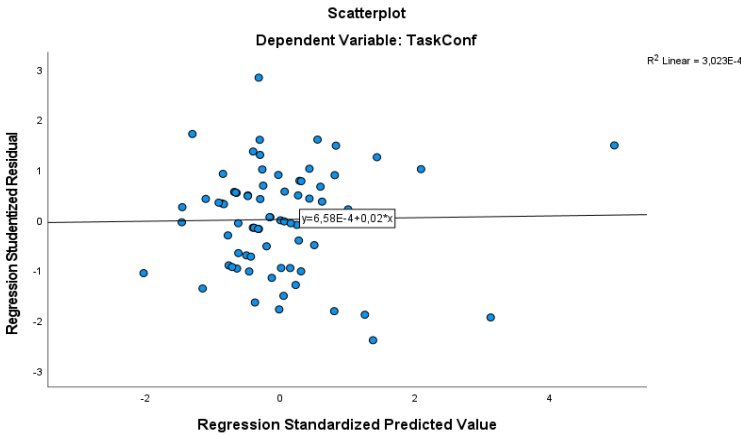
Appendix B

Assumption checks Model 2 (Task conflict)

*Homoscedasticity*

A standardized residual plot is used to look at homoscedasticity. The variances are approximately similar for the different groups that are being compared. In the figure below does “TaskConf” represent the variable task conflict.

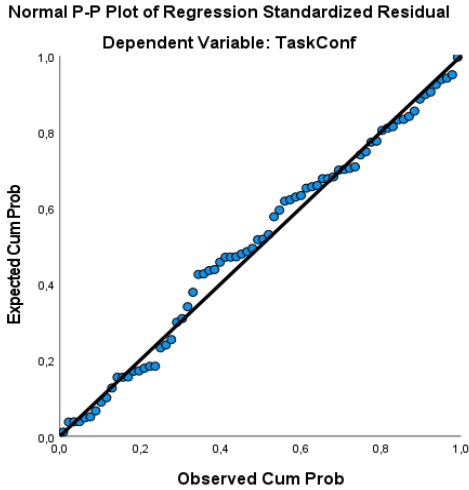
Figure 6



*Normality*

Normal probability plot is used, the data is approximately normally distributed. In the figure below does “TaskConf” represent the variable task conflict.

Figure 7

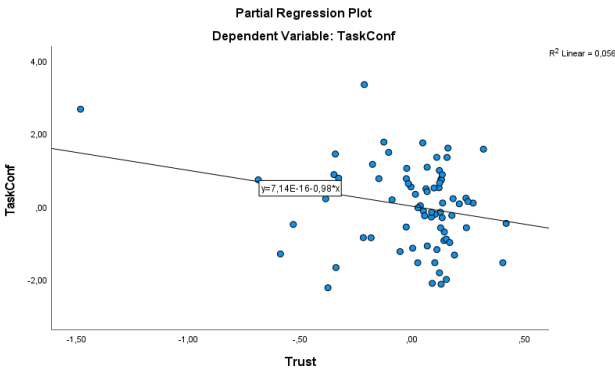


SHARED LEADERSHIP AND CONFLICT

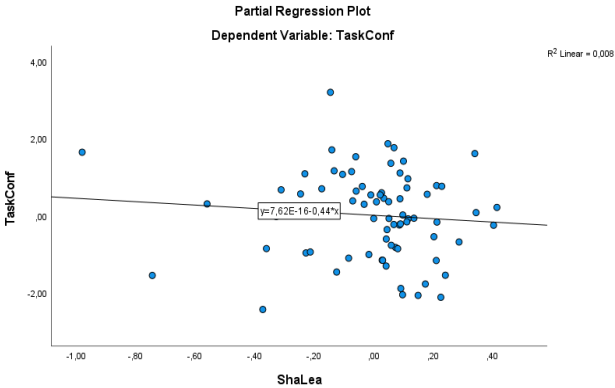
*Linearity*

Partial plots are used to check for linearity, this assumption is met, there has not been another pattern found in the plots. In the figures found below does “TaskConf” represent the variable task conflict, “Trust” the variable trust, “ShaLea” the variable shared leadership and “Sha\_Tru” for the interaction variable (shared leadership x trust).

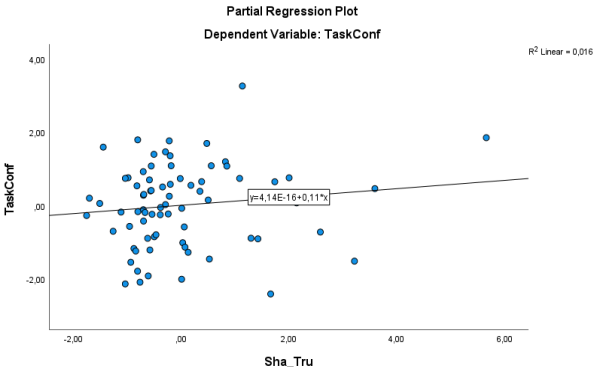
**Figure 8**



**Figure 9**



**Figure 10**



**Appendix C**

**Measures**

*Shared Leadership Questions (Hoch et al., 2010)*

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.

## SHARED LEADERSHIP AND CONFLICT

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.

### *Relationship conflict Questions (Jen & Mannix 2001)*

1. How much relationship tension is there in your work group?
2. How often do people get angry while working in your group?
3. How much emotional conflict is there in your work group?

### *Task conflict Questions (Jen & Mannix 2001)*

1. How much conflict of ideas is there in you work group?
2. How frequently do you have disagreements within your work group about the task of the project you are working on?
3. How often do people in your work group have conflicting opinions about the project you are working on?

### *Trust Questions*

1. We have a sharing relationship. We can all freely share our ideas, feelings, and hopes.
2. I can talk freely to my team members about difficulties I am having at work and know that they will want to listen.
3. We would all feel a sense of loss if one of us was transferred and we could no longer work together as a team.
4. If I shared my problems with a team member, I know (s)he would respond constructively and caringly.

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5. I would have to say that we have all made considerable emotional investments in our working relationship.
6. Fellow team members approach their job with professionalism and dedication.
7. Given my team members' track record, I see no reason to doubt their competence and preparation for the job.
8. I can rely on the other team members to not make my job more difficult by careless work.
9. Most people, even those who aren't close friends with the other members of my team, trust and respect them as coworkers.
10. Other work associates of mine who must interact with my team members consider them to be trustworthy.
11. If people knew more about my team members and their background, they would be more concerned and monitor his/her performance more closely.