Sakarya Üniversitesi İşletme Enstitüsü Dergisi
Sakarya University Graduate School of Business Journal

e-ISSN : 2717-767X
Yayıncı/Publisher : Sakarya Üniversitesi

Cilt/Vol. 6, Sayı/No. 1, 83-95, 2024
DOI: https://doi.org/10.47542/sauied.1484690

Araştırma Makalesi / Research Article

The Impact of Task Conflict and Relationship Conflict on Decision Quality

Emre Oruç

Bilecik Şeyh Edebali University, Gölpazarı Vocational School, Bilecik, Türkiye, emre.oruc@bilecik.edu.tr

Received: 15.05.2024
Accepted: 24.06.2024
Available Online: 29.06.2024

Abstract: This study has tested a theoretical model of the effect of task conflict on decision quality and the mediating role of relationship conflict in this effect. The participants were 205 academic, and administrative staff in a public university. Task and relationship conflict were measured through the scales developed by Jehn et al. (2008). Decision quality was measured through a scale by Visinescu and Sidorova (2017). The data were analyzed in PROCESS Macro. The results showed that task conflict affects relationship conflict positively and relationship conflict affects decision quality negatively. Besides, relationship conflict has a full mediation effect on the effect of task conflict on decision quality. However, contrary to the hypothesis that task conflict may have a positive effect on decision quality, the results have shown that task conflict has a negative effect on decision quality.

Keywords: Task Conflict, Relationship Conflict, Decision Quality

1. Introduction

Studies have reported positive consequences of task conflict, which boost task performance and improve decision-making process and decision quality (Cox et al., 1991; De Dreu & Van de Vliert, 1997; Pondy, 1992; Singleton et al., 2011). Task conflict depends on the nature of the tasks performed by employees and contributes to employees' achievement of their goals (Rose et al., 2007). In this way, task conflict stimulates alternative ideas in the decision-making process, which may enhance the decision quality of employees (Rahim, 2002; McShane & Von Glinow, 2003).

Relationship conflict has been viewed as dysfunctional (Amason, 1996). It has been reported to lead to negative employee outcomes (De Dreu & Van de Vliert, 1997). Relationship conflict is a phenomenon that occurs as a result of negative emotions stemming from disagreements and incongruence between the parties due to differences in perceptions, attitudes, personality, values, and goals. A high level of relationship conflict may cause unwillingness to communicate, frequent arguments, anger bursts, and physical violence (Choi & Cho, 2011). Therefore, relationship conflict affects the decision quality of employees negatively (Jehn & Bendersky, 2003).

Research on the effect of task conflict on relationship conflict has indicated that task conflict triggers relationship conflict (Simons & Peterson, 2000). Thus, If task conflict leads to a relationship conflict, the relationship conflict disrupts the decision quality (De Dreu & Weingart, 2003). Within this premise, hypotheses were established and interpreted in the theoretical background.

2. Theoretical Background

Organizations are viewed as structures in which information is collected and exchanged by information processing theory (Daft et al., 1993). How information is exchanged, processed, and acted upon affects the decision-making process. Considering different views and alternatives in producing information enhances decision quality, which leads to an effective decision-making process. Therefore, decision quality is affected by the exchange of information, which enables employee participation in the decision-making process (George & Desmidt, 2018). Including different views in the decision-making process is essential in times of complexity and uncertainty. Based on information processing theory, it can be said that task conflict may increase the decision quality of employees.

Cite as(APA 7): Oruç E. (2024). The impact of task conflict and relationship conflict on decision quality. *Sakarya Üniversitesi İşletme Enstitüsü Dergisi*, 6(1), 83-95. https://doi.org/10.47542/sauied.1484690

Task conflict can be defined as disagreement among members of a group on the tasks in terms of differences in ideas, thoughts and viewpoints (Jehn, 1995). Task conflict may also increase relationship conflict. According to Jehn (1997), task-related disagreements may cause employees to misattribute. Employees may perceive Task-related discussions as personal attacks, which may lead to relationship conflicts. Relationship conflict can be described as conflicts about personal taste, political preferences, values, and interpersonal style (De Dreu & Weingart, 2003). The third theoretical explanation that underpins the negative impact of relationship conflict on decision quality in the model created within the scope of the research argues that conflict distracts team members from the task at hand, disrupting the decision-making process and reducing decision quality (Argyris, 1976).

3. Hypotheses

3.1. Task conflict and relationship conflict

Prior research has claimed that task conflict is associated with relationship conflict (Jehn, 1995; Amason, 1996; Duffy et al., 2000; Lovelace et al., 2001; De Dreu & Weingart, 2003; Choi & Cho, 2011). De Dreu and Weingart (2003) identified a correlation between task conflict and relationship conflict in the meta-analysis on relationship conflict, task conflict, team performance, and team member satisfaction. Choi and Cho (2011) tested the relationship between conflict types in different models. A causal relationship was obtained between task conflict and relationship conflict, which means that task conflict may cause relationship conflict. Parayitam and Dooley (2007) have revealed that task conflict leads to relationship conflict. Other evidence comes from Parayitam et al. (2010), who examined the effect of task conflict on agreement-seeking behaviors and interpersonal conflict. It was indicated that task conflict had a positive impact on relationship conflict. These results are also in line with the findings of a study on the moderating effect of team goal orientation and conflict management approach in the relationship between task conflict and relationship conflict (Huang, 2010). The results showed that task and relationship conflict were positively related in the Taiwanian context. Thus, it has been indicated that the relationship between the two conflict constructs is not culture-dependent. Based on these theoretical premises, H1 was hypothesized.

H1. Task conflict affects relationship conflict positively.

3.2. Relationship conflict and decision quality

Relationship conflict, which is related to personal issues, increases the anxiety of employees, and these negative emotions may lead to negative consequences related to tasks in organizations (Dijkstra et al., 2005). The unnecessary time employees will spend on these conflicts that are unrelated to their duties prevents them from fulfilling their duties. This can result in a decrease in the performance of employees (De Dreu, 2006). Relationship conflict can restrict cognitive processes by distracting employees' attention regarding the decisions to be made about their tasks (Jehn & Bendersky, 2003). The distracted employee may have difficulty in evaluating new information that disrupts the decision-making about the task. Based on these explanations, it is assumed that relationship conflicts will negatively affect the decision quality of employees.

H:2 Relationship conflict affects the employees' decision quality negatively.

3.3. Task conflict and decision quality

Prior research has argued that task conflict can improve decision quality as it allows employees to carefully discuss and evaluate new information and produce alternative ideas about a task (Amason & Schweiger, 1994; Schweiger et al., 1989). Amason (1996), in his study on senior management teams, found that task conflict positively affected decision quality. Similarly, Cosier and Rose (1977) found that higher task conflict led to better decision quality than low task conflict.

Some studies have examined the relationship between conflict and decision quality in moderated mediation models (Olson et al., 2007; Parayitam & Dooley, 2007; Flores et al., 2018). Olson et al. (2007) tested the mediation role of task and relationship conflict in different moderated mediation models. Task conflict was determined to be a mediator in the relationship between cognitive diversity and decision quality. Also, competence-based trust moderated the relationship between cognitive diversity and task conflict. Based on the existing research, it is hypothesized that cognitive conflict can improve decision quality.

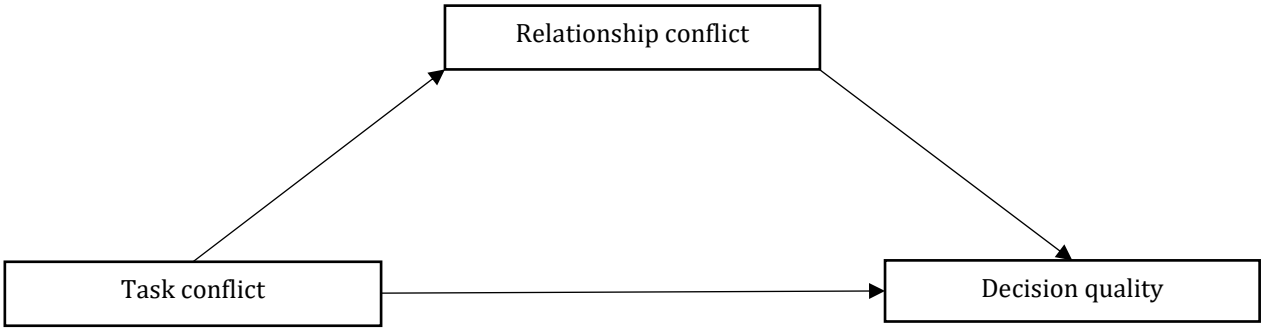
H:3 Task conflict affects the employees' decision quality positively.

3.4. The mediating effect of relationship conflict

Amason (1996) asserted that task conflict could improve decision quality, and relationship conflict could affect decision quality adversely. Task conflict should be encouraged and relationship conflict should be avoided to increase the quality of decisions (Jehn & Bendersky, 2003). De Wit et al. (2013) have examined the perceptions of relationship conflict and the presence of relationship conflict during task conflict. Relationship conflict was found to affect the relationship between task conflict and decision-making. Group members' biased information processing and rigidity were shown to be associated with the perception and presence of relationship conflict. Another support comes from a meta-analysis (De Wit et al., 2012), which has claimed that task conflict and group performance show a more positive relationship when task and relationship conflict have a weak association. Figure 1 demonstrates the theoretical model of the study.

Figure 1

Theoretical Model



Drawing on the literature on conflict and decision-making, it has been hypothesized that relationship conflict mediates the effect of task conflict on decision quality of employees. As indicated in Figure, H4 was established based on theoretical background of the research.

H4. Relationship conflict mediates the relationship between task conflict and decision quality.

4. Research Methodology

This study investigated the mediating role of relationship conflict in the effect of task conflict on decision quality. In the model, mediation was tested through structural equation modelling. The mediation model assumes that the effect of the independent variable on the dependent variable can be performed through the mediator variable (Preacher et al., 2007). Relationship conflict was the mediator variable in the relationship between task conflict and the decision quality of employees. Whereas task conflict was predictor variable, decision quality was the outcome variable in the model.

4.1. Participants

The participants were 205 academic and administrative staff working in a public university in Türkiye. The data were collected through face-to-face questionnaires in November-December 2019. Table 1 shows the demographic characteristics of the participants.

Table 1

Frequency and Percentages of Characteristics of the Participants

Variables	Mean	Category	*N*	%
Gender		Female	80	39.00
		Male	125	61.00
Marital Status		Single	64	31.20
		Married	141	68.80
Education Level		High School	13	6.30
		Associate	13	6.30
		Undergraduate	66	32.20
		Postgraduate	113	55.10
Age	46.40			
Experience	17.99			

Note. *N* = 205

Table 1 demonstrates the demographic information of gender, marital status, education level, age, and seniority. Most participants are male, married, and have a postgraduate degree. Their mean age is 46.40, and their mean of years of experience is 17.99.

4.2. Measures

Task and relationship conflict were measured through the scales developed by Jehn et al. (2008). The task Conflict Scale has 6 items. A sample item is "How much conflict of ideas was there?". The relationship Conflict Scale has 4 items. A sample item is "How much fighting about personal issues was there?". Decision quality was measured by a scale consisting of 4 items by Visinescu and Sidorova (2017). A sample item from the scale is "I believe I made a good decision". The task conflict scale, relationship conflict scale, and decision quality scale were validated in the Turkish context within the current study. All of the scales are 5-point Likert type. There were no reverse items on the scales. Reliability analysis was conducted to test the consistency of the scales. The validity of the scales was tested through confirmatory factor analysis. Besides, convergent validity analysis and discriminant validity analysis were conducted to test the validity of the model.

4.3. Data analysis

Initially, skewness-kurtosis scores and z-scores of the variables were examined before conducting construct validity analysis. The data had a normal distribution, which is a requirement for the analyses to be run. Construct validity analysis, reliability analysis, convergent, and discriminant validity analysis were conducted to ensure the validity and reliability of the measures and the model. Confirmatory factor analysis was used to assess the construct validity. Cronbach alpha and composite reliability (CR) coefficients were examined to verify the reliability of the measures. Convergent validity was established

using average variance extract (AVE) coefficients and composite reliability (CR) coefficients. Besides, average variance extract coefficients and correlation coefficients of the variables were used to confirm discriminant validity. The multicollinearity problem between the variables was questioned through Variance Inflationary Factor (VIF) analysis. Lastly, the theoretical model was tested through mediation analysis in SPSS Process Macro (Model 4).

5. Results

5.1. Measurement model

As the first step in data analysis, skewness and kurtosis values were examined to test the normality of the data (Hair et al., 2013). The data were shown to be normally distributed (Skewness = -.662, Kurtosis, +.219). The skewness and kurtosis values between -1 and +1 are accepted to be normally distributed (Tabachnick & Fidell, 2013). Also, z scores of the variables were calculated, and the outliers were removed from the data set.

Construct validity was tested through Confirmatory Factor Analysis (CFA) in the AMOS 23.0 program. The three-factor model was tested in three steps to eliminate common method bias (see Table 2). Common method bias can occur when systematic error variance can bias the relationships between measures (Jakobsen & Jensen, 2015). Table 2 illustrates that measurement models fit the data.

Table 2

Confirmatory Factor Analysis

Measurement models	X^2/df	CFI	GFI	AGFI	NFI	RMSEA
Task Conflict	2.45*	0.97	0.97	0.92	0.96	0.08
Task Conflict + Relationship Conflict	2.32***	0.93	0.87	0.82	0.89	0.08
Task Conflict + Relationship Conflict + Decision Quality	2.21***	0.92	0.85	0.81	0.86	0.07

*Note. *p<0.05, **p<0.01, ***p<0.001;* df = degrees of freedom; GFI = Goodness of fit index; CFI = Comparative fit index; AGFI = Adjusted goodness of fit index; NFI = Normed fit index; RMSEA = Root means square error of approximation

As shown in Table 2, X2/df value indicates that the three-factor model has a better fit to the data. This result reveals that the scales are verified. In addition, convergent and discriminant validity were conducted to ensure the validity of the scales. Table 3 shows the results of these tests. On the other hand, reliability analysis was conducted using Cronbach Alpha coefficients. The results of the reliability analysis are shown in the table.

Table 3

Reliability Analysis, Convergent Validity and Discriminant Validity

Variables	α	CR	AVE
Task Conflict	0.81	0.87	0.56
Relationship Conflict	0.88	0.91	0.73
Decision Quality	0.85	0.90	0.69

Note. α = Cronbach alpha, CR = Composite reliability, AVE = Average variance extract

Convergent validity was conducted by using AVE (Average Variance Extract) and CR coefficients. To ensure convergent validity, CR coefficients should be higher than AVE coefficients, and AVE coefficients should be higher than .50 (Zaiţ & Bertea, 2011). Table 3 indicates that the variables have convergent validity. Besides, the square roots of AVE coefficients were compared to the correlation coefficients between variables. The fact that the square roots of AVE coefficients are higher than the correlation coefficients shows the discriminant validity of the constructs (Fornell & Larcker, 1981). The reliability analysis reveals that the coefficients are above .70 ensuring reliability for the variables (Hair et al., 2013).

After validity and reliability analyses, the mean and standard deviation coefficients of the variables were calculated, and correlation analysis was conducted between the variables. Table 4 illustrates the mean, standard deviation, and correlation coefficients of the variables.

Table 4

Descriptive Statistics and Correlation Coefficients

Variables	Mean	SD	1	2	3
1. Task Conflict	2.71	0.72	0.75		
2. Relationship Conflict	2.23	0.95	0.50**	0.85	
3. Decision Quality	4.25	0.59	-0.15*	-0.22**	0.83

Note. *$p<0.05$, **$p<0.01$, Diagonal shows the square root of AVE

As shown in Table 4, significant relationships are indicated to exist between the variables. The correlation coefficients are between -0.15 and 0.50. The correlation coefficients are lower than .90. It shows that there is no multicollinearity problem (Tabachnick & Fidell, 2013). Also, VIF values of the variables support that there is no multicollinearity problem (1.127-1.342), since VIF values above 2.5 indicate a multicollinearity problem (Allison, 1999).

5.2. Structural model

The research model was tested through Model 4 in SPSS PROCESS Macro, which uses bootstrapping (Hayes, 2013). It is shown that relationship conflict has a complete mediation effect in this model. The results are displayed in Table 5.

Table 5

Mediating Model Results

Outcome Variable		Relationship Conflict				
Variables	Model Value	*β*	SE	*T*	LLCI	ULCI
Constant		0.55	0.23	2.39**	0.97	0.99
Task Conflict		0.60	0.07	7.67**	0.44	0.75
R^2	0.48					
F	59.90**					
Outcome Variable		Decision Quality				

Variables	Model Value	*β*	SE	*T*	LLCI	ULCI
Constant		4.53	0.11	38.69**	4.30	4.76
Task Conflict		-0.04	0.06	-0.61ns	-0.16	0.08
Relationship Conflict		-0.12	0.04	-2.55*	-0.22	-0.02
R^2	0.05					
F	5.69**					
Total Effect Model				Decision Quality		
Variables	Model Value	*β*	SE	*t*	LLCI	ULCI
Constant		4.56	0.16	29.10**	4.25	4.87
Task Conflict		-0.11	0.6	-1.99*	-0.22	-0.00
R^2	0.02					
F	3.97*					

*Note***.** ns: not significant **p < 0.01; *p < 0.05; Bootstrap sample = 5.000; LL = Lower limit; UL = Upper limit; CI = Confidence interval

The first part of the table shows the findings on the effect of task conflict on relationship conflict. Accordingly, task conflict positively affects relationship conflict (β=0.60). The R^2 value indicates that task conflict explains 48% of the variance in relationship conflict.

The second part presents the results explaining the effects of task conflict and relationship conflict on decision quality when they are included in the model together. In this case, it can be stated that the effect of task conflict on decision quality becomes insignificant (β=-0.04), while the effect of relationship conflict on task conflict is significant and negative (β=-0.12). The R^2 value of this model was found to be 5%.

The third part includes the direct effect of task conflict on decision quality. Results demonstrate that task conflict has a significant negative effect on decision quality. The R^2 value reveals that task conflict explains 2% of decision quality. When relationship conflict is included in the model above, task conflict becomes insignificant but the explanatory power of the model increased to 5%. This result indicates the full mediation effect of the mediating variable on the dependent variable.

In order to justify the full mediation effect, it is necessary to check the total effect, direct effect and indirect effect sizes tested with the Bootstrap method. Total effect refers to the direct effect of task conflict on decision quality, while direct effect refers to the effect of task conflict on decision quality after the inclusion of relationship conflict in the model. Finally indirect effect refers to the effect of relationship conflict on decision quality in the model with task conflict. Table 6 shows the findings of these values.

Table 6

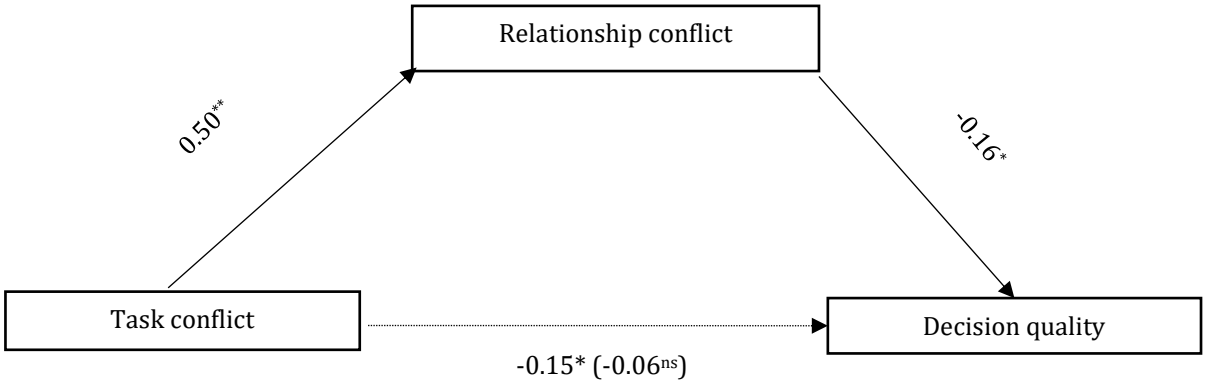
Total, Direct, and Indirect Effects Results

	Effect	LLCI	ULCI
Total Effect	-0.11	-0.22	-0.01
Direct Effect	-0.05	-0.17	0.08
Indirect Effect	-0.06	-0.15	-0.01
Standardized indirect effect	-0.09	-0.17	-0.01

In Table 6, the significance of the effects can be determined by the absence of 0 between LLCI and ULCI values. Therefore, the total effect is negatively significant (LLCI=-0.22, ULCI,=-0.01), the direct effect is negatively insignificant (LLCI=-0.17, ULCI,=0.08), and the indirect effect is negatively significant (LLCI=-0.15, ULCI,=-0.01). In parallel with the findings above, these findings confirm that relationship conflict is a full mediator in the model. Finally, it is useful to summarize the findings of the theoretical model of the study with standard beta values in Figure 2.

Figure 2

Theoretical Model Results



*Note***.** ns: not significant **p < 0.01; *p < 0.05

Figure 2 shows that task conflict positively affects relationship conflict (β=0.50), relationship conflict negatively affects decision quality (β=-0.16), and task conflict has a negative effect on decision quality (β=-0.15). However, when relationship conflict is included in the model, the effect of task conflict on decision quality becomes insignificant (β=-0.06). These findings indicate the full mediating role of relationship conflict in the model.

6. Discussion and Conclusion

This article aimed to contribute to the organizational behavior literature by investigating causal relationships between task conflict, relationship conflict and decision quality in a moderation model. The first result of the study is that task conflict affects relationship conflict positively, which means that H1 has been confirmed. This finding is in line with the prior research (Parayitam et al., 2010; Choi & Cho, 2011) that has revealed that task conflict affects relationship conflict. Choi and Cho (2011) investigated why and how task and relationship conflicts affected each other and concluded that task conflict caused relationship conflict, especially when the level of trust between employees was low. Paratiyam et al. (2010), in their study on Chinese managers, have found that task conflict causes relationship conflict. Based on this evidence and similar results of the current study, it can be said that employees may personalize task-related disagreements and, therefore, experience relationship conflict.

Employees can attribute the diverse opinions expressed by other employees about tasks as personal reactions against them.

The second result is that relationship conflict negatively affects decision quality. This reveals that H2 is confirmed. Two meta-analyses in the literature show that relationship conflict may have a negative effect on decision-making quality (De Dreu & Weingart, 2003; De Wit et al., 2012). Similarly, De Wit et al. (2013) noted that employees' relationship conflict had a negative impact on decision-making. The authors state that when employees experience relationship conflict, they are more likely to insist on their first decisions, which are not right for them.

The third result of the study is that contrary to the hypothesis, task conflict has a negative effect on decision quality. It demonstrates that H3 has been rejected. The study has revealed that task conflict decreases decision quality. As hypothesized in the theoretical model of this study, It can be because task conflict may cause relationship conflict, which may have a negative impact on decision quality. Even though past studies have shown that task conflict has a positive effect on decision quality, it may affect decision quality negatively if it triggers relationship conflict (Simons & Peterson, 2000; De Dreu & Weingart, 2003; De Wit et al., 2012). Some evidence comes from Farh et al. (2010). The authors have claimed that the relationship between task conflict and team creativity varies depending on when it occurs in the life cycle of the project team. In this study of 71 information technology project teams in China, they concluded that task conflict had a curvilinear effect on team creativity and that the effect was positive and strong in the early stages, whereas task conflict was unrelated to team creativity in the later stages. Based on this study, it can be inferred that task conflict has positive effects on decision quality in the early stages when employees are not yet experiencing relationship conflict.

The final result of the study is that relationship conflict affected by task conflict has a negative effect on decision quality. It has been revealed that relationship conflict affects the relationship between task conflict and decision-making. It means that task conflict triggers relationship conflict, and this combined effect, in turn,affects decision quality. This result indicates that H4 is accepted. A study on the perceptions of relationship conflict and the presence of relationship conflict during task conflict was in line with these results (De Wit et al., 2013). This finding can be supported by the studies which claim that task conflict may have a negative effect on decision quality in case it stimulates relationship conflict (Simons & Peterson, 2000; De Dreu & Weingart, 2003). In other words, this research maintains that the task conflict experienced by employees can cause relationship conflict and, in turn, relationship conflict impairs decision quality.

The current study makes two theoretical contributions to the literature on interpersonal conflict and decision-making of employees. The first contribution is the confirmation in the Turkish sample that task conflict experienced by employees can cause relationship conflict. The second contribution is that although task conflict provides diversity in decision-relevant information, decision quality will deteriorate when task conflict provokes relationship conflict. The practical contribution of the research for employees, managers and other practitioners is that identifying the factors that trigger relationship conflict among employees and solving interpersonal problems can be essential to prevent relationship conflict. In this way, taking task conflict personally can be prevented, and the positive results of task conflict can be boosted.

This study has several limitations. First of all, the participants are academic and administrative staff in a public university in Türkiye. This study can be replicated in other sectors and different countries. Self-report instruments were also used to collect the data. The participants' rating of their decision quality is based on their self-assessment. Therefore, different methods of measurement of decision quality can increase objectivity. Since the current study is cross-sectional, the possibility that task and relationship

conflicts could co-occur can be considered a limitation. Thus, a longitudinal study would produce better results.

Future research may investigate the conditions under which the effect of task conflict on relationship conflict may decrease or disappear completely. Besides, mediating and moderating variables in this relationship can be examined. For example, Flores et al. (2018) proposed the moderating role of emotional self-leadership in the relationship between task conflict and relationship conflict and examined their effect on work-team decision quality. In this theoretical study, it has been suggested that emotional leadership may enable individuals to manage their emotional responses to task conflict and may reduce relationship conflict, which in turn improves their decision quality. Lastly, the study can be replicated in different cultures. Since conflict avoidance is seen as one of the attributes of Turkish culture, all kinds of conflicts can generally be suppressed. As task conflict may be perceived adversely in this culture, it is difficult to identify the possible benefits of task conflict in this culture.

In conclusion, this research shows that relationship conflict affected by task conflict affects decision quality adversely. In other words, in a sample of academic and administrative staff of a university in Türkiye, it has been indicated that the task conflict experienced by employees causes relationship conflict, and the relationship conflict experienced by the employees decreases their decision quality.

References

Allison, P. D. (1999). *Multiple regression: A primer.* California: Pine Forge Press.

Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management groups. *Academy of Management Journal,* 39, 123–148.

Amason, A. C., & Schweiger, D. M. (1994). Resolving the paradox of conflict, strategic decision making, and organizational performance. *International Journal of Conflict Management,* 5, 3, 239-253.

Argyris, C. (1976). Single-loop and double-loop models in research on decision making. *Administrative Science Quarterly,* 21, 3, 363-375.

Choi, K., & Cho, B. (2011). Competing hypotheses analyses of the associations between group task conflict and group relationship conflict. *Journal of Organizational Behavior,* 32, 8, 1106-1126.

Cox, T. H., Lobel, S. A., & McLeod, P. L. (1991). Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal,* 34, 4, 827-847.

Cosier, R. A., & Rose, G. L. (1977). Cognitive conflict and goal conflict effects on task performance. *Organizational Behavior and Human Performance,* 19(2), 378-391.

Daft, R. L., Bettenhausen, K. R., & Tyler, B. B. (1993). Implications of top managers' communication choices for strategic decisions, in: Huber, G. P./Glick, W. H. (Eds.): Organizational Change and Redesig, Oxford: Oxford University Press, 112-146.

De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology,* 88, 4, 741-749.

De Dreu, C. K. W. (2006). When too little or too much hurts: Evidence for a curvilinear relationship between task conflict and innovation in teams. *Journal of Management,* 32, 83–107.

De Dreu, C. K. W., & Van de Vliert, E. (1997). *Using Conflict in Organizations.* London: Sage.

De Wit F. R. C., Greer L. L., & Jehn K. A. (2012). The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology,* 97, 360-390.

De Wit F. R. C., Jehn, K. A., & Scheepers, D. (2013). Task conflict, information processing, and decision-making: The damaging effect of relationship conflict. *Organizational Behavior and Human Decision Processes,* 122, 2, 177-189.

Dijkstra, M. T. M., Van Dierendonck, D., & Evers, A. (2005). Responding to conflict at work and individual well-being: The mediating role of flight behaviour and feelings of helplessness. *European Journal of Work and Organizational Psychology,* 14, 119 –135.

Duffy, M. K., Shaw, J. D., & Stark, E. M. (2000). Performance and satisfaction in conflicted interdependent groups: When and how does selfesteem make a difference? *Academy of Management Journal,* 43, 772–782.

Farh, J. L., Lee, C., & Farh, C. I. C. (2010). Task conflict and team creativity: A question of how much and when. *Journal of Applied Psychology,* 95, 1173–1180.

Flores, H. R., Jiang, X., & Manz, C. C. (2018). Intra-team conflict: The moderating effect of emotional self-leadership. *International Journal of Conflict Management,* 29, 3, 424-444.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research,* 18(3), 382-388.

George, B., & Desmidt, S. (2018). Strategic-decision quality in public organizations: An information processing perspective. *Administration and Society,* 50(1), 131–156.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2013). *Multivariate data analysis.* N.J.: Pearson Education Limited.

Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis.* New York: Guilford Publications.

Huang, J. (2010). Unbundling task conflict and relationship conflict: The moderating role of team goal orientation and conflict management. *International Journal of Conflict Management,* 21(3), 334-355.

Jakobsen, M., & Jensen, R. (2015). Common method bias in public management studies. *International Public Management Journal,* 18(1), 3-30.

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40, 256-82.

Jehn, K. A. (1997). Affective and cognitive conflicts in work groups: increasing performance through value-based intragroup conflict, in: De Dreu, C.K.W./ Van de Vliert, E. (Eds): *Using conflict in organizations*, CA: Sage, 87-100.

Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in Organizational Behavior,* 25, 187-242.

Jehn, K. A., Greer, L., Levine, S., & Szulanski, G. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. *Group Decision and Negotiation,* 17(6), 465-495.

Lovelace, K., Shapiro, D. L., & Weingart, L. R. (2001). Maximizing cross-functional new product teams' innovativeness and constraint adherence: A conflict communications perspective. *Academy of Management Journal,* 44, 779–783.

McShane, S. L., & Von Glinow, M. A. (2003). *Organizational behavior*. Boston: McGraw-Hill/Irwin.

Olson, B. J., Parayitam, S., & Bao, Y. (2007). Strategic decision making: The effects of cognitive diversity, conflict, and trust on decision outcomes. *Journal of Management,* 33(2), 196-222.

Parayitam, S., & Dooley, R. S. (2007). The relationship between conflict and decision outcomes: Moderating effects of cognitive- and affect-based trust in strategic decision-making teams. *International Journal of Conflict Management,* 18(1), 42-73.

Parayitam, S., Olson, B. J., & Bao, Y. (2010). Task conflict, relationship conflict and agreement-seeking behavior in Chinese top management teams. *International Journal of Conflict Management,* 21(1), 94-116.

Pondy, L. (1992). Reflections on organizational conflict. *Journal of Organizational Behavior,* 13(3), 257–261.

Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Assessing moderated mediation hypotheses: Theory, method, and prescriptions. *Multivariate Behavioral Research,* 42, 185-227.

Rahim, M. A. (2002). Toward a theory of managıng organızatıonal conflıct, in: International *Journal of Conflict Management,* 13(3), 206-235.

Rose, R. C., Suppiah, W. R. R. V., Uli, J., & Othman, J. (2007). A face concern approach to conflict management–A Malaysian perspective. *Journal of Social Sciences,* 2(4), 121-126.

Schweiger, D. M., Sandberg, W. R., & Rechner, P. L. (1989). Experiential effects of dialectical inquiry, devil's advocacy, and consensus approaches to strategic decision making. *Academy of Management Journal,* 32(4), 745-772.

Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology,* 85(1), 102-111.

Singleton, R., Toombs, L. A., Taneja, S., Larkin, C., & Pryor, M. (2011). Workplace conflict: A strategic leadership imperative. *International Journal of Business and Public Administration,* 8, 149–163.

Tabachnick, B. G. & Fidell, L. S. (2013). *Using multivariate statistics*. Boston: Allyn and Bacon.

Visinescu, L. L., Jones, M. C., & Sidorova, A. (2017). Improving decision quality: The role of business intelligence. *Journal of Computer Information Systems,* 57, 1, 58-66.

Zaiţ, A., & Bertea, P. E. (2011). Methods for testing discriminant validity. *Management and Marketing Journal,* 9(2), 217–224.

Article Information Form

Authors Notes: The authors would like to express their sincere thanks to the editor and the anonymous reviewers for their helpful comments and suggestions.

Conflict of Interest Disclosure: No potential conflict of interest was declared by the author.

Supporting/Supporting Organizations: No grants were received from any public, private or non-profit organizations for this research.

Ethical Approval and Participant Consent: It is declared that during the preparation process of this study, scientific and ethical principles were followed and all the studies benefited from are stated in the bibliography.

Plagiarism Statement: This article has been scanned by iThenticate.