

Reducing the Impact of Team Process Conflict on Commitment from the Perspective of Positive Emotions

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ABSTRACT

There is a subtle link between the intensification of the conflict and the team identity. Process conflict is the most frequent in team cooperation, and plays an important role in determining task strategic cooperation and power and responsibility allocation. The exploration of team process conflict and team commitment has attracted the interest of some scholars. But the internal process of the two researches is still lacking. This paper will carry out an empirical study in the perspective of two positive emotions: Team Trust Perception and Team Emotional Intelligence. The results of this study show that: (1) team process conflict has a negative effect on team trust perception and team commitment. (2) Team trust perception plays a mediating role in the impact of team process conflict on team commitment. (3) Team emotional intelligence can regulate the negative impact of team process conflict on team trust perception.

KEYWORDS

Team process conflict; Team trust perception; Team emotional intelligence; Team commitment

1 Introduction

The study of team conflict started in the 90s of last century. In the academic field, academia generally agreed to divide team conflict into task conflict and relationship conflict. With the in-depth research on team process conflict, foreign scholars have concluded that team process conflict can destroy team functions such as team performance, creativity and commitment, and can be inhibited under certain situational characteristics. Both theoretical research and managerial practice indicate that in Chinese context, team process conflict and its close relationship with team characteristics need further exploration. However, the existing research does not explain how the team process conflicts are dealt with, and how the process conflict affects team commitment. At the same time, in view of the fact that conflict is closely related to the release of emotions, this paper introduces the psychological variables of team emotional intelligence into the whole research model, trying to analyze its role in the process of team conflict and its impact on team commitment.

2 Literature Review and Theoretical Model

The conflict in the category of management is defined as a process that stems from differences in team members' perceptions of differences in the team's opinions or in opposition to each other, from interactions to mutual oppositions that are the process of team conflict formation ^[1]. The conflict of events raises the relationship/task, emotion/cognition of team conflict ^[2]. The third is to use team process conflicts as team conflicts ^[3].

Trust plays an important role in organizational research. Organizational behavior defines trust as a rational behavior choice such as cooperation, and based on social exchange theory establishes the connotation of trust in the balance between input and output relations among members ^[4]. Mayer proposed three important dimensions of trust perception: competence, sincerity, and trustworthiness ^[5]. Team trust perception is a natural product of the team members' social interaction process ^[6], resulting from the collective thinking consciousness formed by team members through common experiences ^[7]. It arises from the process in which members restrict or promote cooperation. Emotional intelligence is considered to be a necessary component of a positive organizational climate ^[8].

Therefore, conflicts in the team process often bring about changes in members' attitudes, perceptions, and behaviors. Ghuman defined team emotional intelligence as the ability of team emotion regulation, team emotion sharing, and team emotion awareness from a system perspective. In summary, this paper introduces team trust perception as a mediator variable, team emotional intelligence as a regulator variable between team process conflict and team trust perception, and explores the internal role process of team process conflict on team commitment.

3 Research Hypothesis

The situational exchange relationship theory holds that the generation of team commitments is accompanied by a psychological or behavioral exchange process, and the subconscious minds of the team will take some of the benefits obtained from the team such as assistance, benefits, and opportunities as exchange conditions for themselves studied the impact of process conflicts on team commitments and showed that process conflicts in both dimensions have a negative relationship with team commitment. De Wit conducted a meta-analysis of the relationship between conflict types of different teams and team outcome variables. Greer & Jehn found that team process conflicts significantly negatively affect trust and have greater influence than task and relationship conflicts. Therefore, the following assumptions are made:

H1: Team process conflicts are negatively related to team commitments.

H2: Team process conflict is negatively related to team trust perception.

Commitment is a positive attitude and emotional feeling for the team, and depends on the employees' experience at work and how they perceive the team they are in. Therefore, team trust is generally accepted as a catalyst for team commitment and is a catalyst for organizations. Existing research shows that when individuals trust others, they are more willing to maintain their community relations and invest in them to participate in collective activities and invest more in emotional dependence. In the context of China, special emphasis is placed on "relationships" and "circles," and trust is the cornerstone of relationship building.. Studies have shown that employees' rewards for getting paid and matching will feel the fairness that the organization values their contributions so that the trust organization will continue to distribute in the future. In summary, the following assumptions are made:

H3: Team trust perception is significantly positively correlated with team commitment.

H4: Team trust perception plays an intermediary role in the process of team process conflict and team commitment.

Bradley believes that when the team is composed of a group of emotionally stable and cheerful members, the negative relationship between conflict and trust perception can be well suppressed and even have a positive effect. Similar to individual emotional intelligence, teams can form unique emotional intelligence team characteristics that govern the disruptive relationship between team process conflicts and team trust. Therefore, the following assumptions can be made:

H5: Team emotional intelligence can modulate the negative relationship between team process conflict and team trust perception, that is, high emotional intelligence team can weaken the negative effect of team process conflict on team trust perception.

4 Data Analysis and Results

All variables in this study were measured using the academic maturity scale. Based on the pre-study, the reliability and validity of the scale were determined. In this study sample selection, the team size was set to be 3 or more, and 453 questionnaires were distributed and 418 were recovered. After removing the invalid questionnaire, 392 valid questionnaires were obtained, belonging to 78 teams and involving 13 companies. Data processing using SPSS20.0, AMOS22.0, and the results are as follows. Cronbach's Alpha coefficient is between 0.735 and 0.945. KMO and Bartlett's ball test results show that the KMO of team process conflict is 0.752, $p=0.000$; the KMO of team trust perception is 0.815, $p=0.000$; the KMO of team emotional intelligence is 0.902, $p=0.000$; the KMO of team commitment is 0.925 $p=0.000$. Due to space limitations, all results tables are not shown here. Take the example of correlation analysis and adjustment calculation as an example (see Table 1).

Table1 Test results of regulatory effects

	Team commitment		
	MODEL1	MODEL2	MODEL3
Team size	-.065	.088	-.036
Team Type_Virtual 1	.005	-.157	-.006
Team Type_Virtual 2	-.153	-.289	.061
Team Type_Virtual 3	-.181	-.117	.136
Team Type_Virtual 4	-.046	-.145	.115
Team process conflict		-.520**	-.255*
Team trust perception			.486**
R ²	.046	.226	.383
ΔR^2	.046	.180	.156
F	.543	2.684*	4.781**
ΔF	.543	12.817**	13.659**

* $p<0.05$, ** $p<0.01$, *** $p<0.001$

From the above table, we can find that after introducing the mediator team's trust perception, the cumulative interpretation team committed 15.6% additional change ($\Delta R^2=0.156$, $\Delta F=13.659$, $P<0.01$), and the team process conflict will significantly reduce the team process conflict ($\beta=-0.520$, $P<0.01$, $\beta=-0.255$, $P<0.05$), indicating that there is a partial mediation effect. Therefore, it is assumed that H4 is established. In the same way, after verifying, several other assumptions hold.

5 Conclusion

Through research, we can think that the conflict of team process reduces the team's trust perception and weakens the team's commitment, reducing the sense of identity, involvement and emotional attachment. Although team process conflict is harmful, in some situations, such as through the adjustment of team emotional intelligence, the disruptive relationship between team process conflict and team trust perception can be mitigated. That is, high emotional intelligence team can better inhibit the process conflict in the team. The reduction of trust perception of the team. Team process conflict is different from team task conflict and relationship conflict. It has its own inevitability and research value. Team process conflict affects team commitment is both an

independent result and a continuous process. In the process of team process conflict negatively affecting team trust perception, team emotional intelligence plays an important role.

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