

Influential Article Review- A Multifaceted and Complex Model of Dispute and Strategic Thinking Within the Intragroup

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This paper examines communication and decision making. We present insights from a highly influential paper. Here are the highlights from this paper: Although intragroup conflict has both multilevel and dynamic natures, less attention has been paid to establishing a holistic model of intragroup conflict that emerges across levels and unfolds over time. To address this research gap, we extend the multilevel view of intragroup conflict (Korsgaard et al. 2008) to develop a multilevel and dynamic model of intragroup conflict that explicitly includes (1) the role of time and (2) the feedback loop to encompass the dynamic aspect of intragroup conflict. We further instantiate the extended model in the context of team decision-making. To achieve this and systematically examine the complex relationships, we use agent-based modeling and simulation (ABMS). We directly investigate how two types of intragroup conflict—task and relationship conflict—interplay with cross-level antecedences, interrelate and develop over time, and affect team outcomes. This study adds to the intragroup conflict research by extending the field with multilevel and dynamic views. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: : Intragroup conflict, Multilevel, Dynamics, Agent-based modeling and simulation (ABMS), Team decision-making

SUMMARY

- Contributions. First, our model extends Korsgaard et al.'s original model and explicitly features the dynamics of intragroup conflict by integrating two important aspects: the role of time and the recursive relationship. To extend Korsgaard et al.'s model, we position a fourth element, time, which overarches both the processes and the multilevel relationships contributing to the emergence and development of intragroup conflict. Highlighting the recursive relationship by linking the team outcomes back to individual behavior reflects the endogenous change of conflict. As a result, we present intragroup conflict as reflecting the dynamic processes that emerge at the team level, instead of relying on static events or team-level constructions at the onset of the team's formation.

- We further extend the previous research by paying greater attention to the multilevel and dynamic aspects of intragroup conflict. In a highly cited study based on a sample of 45 teams, Pelled et al. Presented an integrative model of the relationships among diversity, conflict, and performance. However, we argue that their approach might be unable to fully capture the nature of conflict. Following Korsgaard et al. , we view intragroup conflict as emerging and manifesting at higher levels of analysis. The other strength of our model is that we examine the dynamics of intragroup conflict and its evolution over time . By doing so, we acknowledge that teams are complex interactive entities, which echoes the calls from scholars to study team dynamics from longitudinal and non-linear perspectives and to study the dynamics of intragroup conflict from a multilevel perspective. Second, we instantiate the extended model in a business-relevant context of a small team making a decision.
- Due to the compilation process of intragroup conflict originating from a lower level of individuals, managers should realize that any subtle change or a change in just one team member's behavior could trigger another transition or fluctuation of intragroup conflict, which can then reach another dynamic equilibrium over time. To underscore the dynamic aspect of conflict, we have also shown the non-linear development of intragroup conflict. We suggest that managers first identify whether dyadic members are already experiencing a certain level of conflict and manage it actively upfront.
- One central limitation of this study is that the validity and generalizability of ABMS to represent a theoretical model depend on the assumptions built into the model . Consequently, the interpretations are limited to the assumptions and parameters embedded within the computational model. Different assumptions or parameters, such as implementing other team processes for decision-making or constructing different formulas to define the complex relationship between a task and relationship conflict as well as related effects on team outcomes, may produce different results and interpretations. In this study, we adhere to the KISS principle and conceptual parsimony to model the most fundamental processes of intragroup conflict. However, the computational model and simulations may not present all of the complex conditions of intragroup conflict in actual teams or workplaces.
- Another limitation of this study is that we directly applied the outcomes of two studies , which used two different conflict scales, to compute intragroup conflict, and integrated it into our computational model.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Wu, J., & Sekiguchi, T. (2019). A multilevel and dynamic model of intragroup conflict and decision making: application of agent-based modeling. *Frontiers of Business Research in China*, 13(1), 1–26.

This is the link to the publisher's website:

<https://fbr.springeropen.com/articles/10.1186/s11782-019-0070-1>

INTRODUCTION

Conflict is multidimensional (Jehn 1995) and dynamic (Greer et al. 2008; Jehn and Mannix 2001) and involves multilevel interplay (de Dreu and Gelfand 2007; Korsgaard et al. 2008; Lee et al. 2018). Scholars have historically conceptualized and measured intragroup conflict at the team level (Jones et al. 2019; Korsgaard et al. 2008); however, relatively little attention has been paid to multilevel aspects or to the dynamic view of conflict. For example, most empirical studies used Jehn's (1995) framework to measure cross-sectional employees' perceptions of team-level task or relationship conflict by asking questions such as "How much conflict about the work you do is there in your work unit?" (Jehn 1995) and implied a single-level approach (Humphrey et al. 2017; Korsgaard et al. 2008). One primary limitation of such explanatory collectivism is that it depends on the assumption of individual homogeneity (Humphrey and Aime 2014). As a result, although dyadic and team conflicts are social phenomena emerging and manifesting at higher levels of analysis (Jehn and Bendersky 2003), research has neglected the multilevel nature of intragroup conflict with its emergence processes and dynamic evolution, despite their criticality for team functioning.

Based on prior work that addressed a process view, multilevel aspects, and the dynamic nature of intragroup conflict (e.g., Pondy 1967), Korsgaard et al. (2008) developed a multilevel model of intragroup conflict by integrating the individual, dyadic, and team levels of intragroup conflict analysis. This model demonstrates that intragroup conflict can result from an individual's perceptions and behaviors, dyadic interactions, or within-team interactions with respect to various task conditions. The current study aims to build on and extend Korsgaard et al.'s (2008) original model to explicitly encompass the dynamic aspect of conflict. By allowing for the dynamics of conflict, we further recognize that a team is not a single-level static entity but rather a complex, multilevel, dynamic entity. We explicitly characterize the dynamic aspect of conflict (e.g., the role of time and recursive relationships) following recent studies on intragroup conflict (e.g., Cronin and Bezrukova 2019; Jones et al. 2019).

This study instantiates a multilevel and dynamic model of intragroup conflict in the context of small-team decision-making. We focus on team decision-making because this is a primary area of research in intragroup conflict (de Dreu and Weingart 2003). Indeed, team decision-making is ubiquitous and relevant to business. For example, marketing teams evaluate the available options and decide how to enter a market, while corporate boards develop and agree on corporate strategies and resource allocation. Specifically, rather than finding out if intragroup conflict is evoked, we focus on the interplay between two types of conflict, namely task and relationship conflict and cross-level antecedents, to see how intragroup conflicts emerge and evolve over time, as well as their effects on team decision-making, as measured by decision commitment, decision quality, and team consensus. We achieve this goal through the lens of an agent-based model and simulation (ABMS), which can incorporate many types of non-linear effects and co-evolved relationships among team members, environments, and interactions (Smith and Conrey 2007). It can be used to directly examine and analyze the dynamic aspect of conflict across levels over time. Applying ABMS thus provides advantages over traditional research designs for capturing the emergence and evolution of conflict.

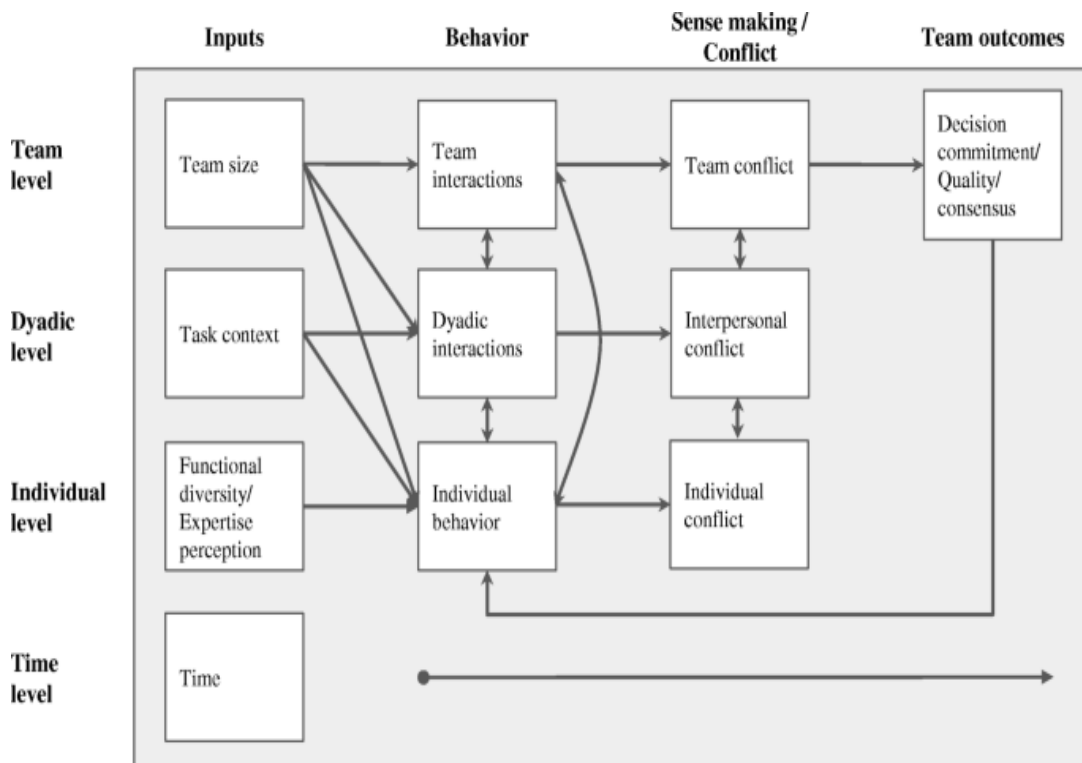
This study contributes to conflict research in several ways. First, we extend Korsgaard et al.'s (2008) model to explicitly include the dynamic aspect of intragroup conflict. Second, we instantiate the extended model in the context of team decision-making. Although the links between several cross-level antecedents with intragroup conflict have been studied (for a detailed review on intragroup conflict, see de Dreu and Weingart 2003; de Wit et al. 2012), research using a dynamic multilevel view of intragroup conflict that connects relevant constructs in the context of decision-making is scant. We believe that our model can provide an end-to-end perspective for exploring complex links. Third, our study examines complex relationships with intragroup conflict over time and helps to unpack the black box of intragroup conflict with a granular look, through a visualized presentation of non-linear intragroup conflict development. Lastly, we attest to the advantages of applying a direct quantitative method, namely ABMS, to capture and understand the dynamics of emergent phenomena. In summary, this study extends the current research of intragroup conflict to be further integrally embedded with multilevel and dynamic views.

CONCLUSION

Understanding intragroup conflict and ways to better manage it is critical to team functioning. Inspired by a multilevel view of intragroup conflict (Korsgaard et al. 2008) and studies of team dynamics (Cronin and Bezrukova 2019; Cronin et al. 2011; Humphrey and Aime 2014), we extended Korsgaard et al.'s (2008) original model to encompass both the multilevel and dynamic aspects of intragroup conflict. By applying ABMS, we examined the emergence and development of intragroup conflict and its effects on team decision-making. Our integrative model and computational simulations helped to unpack the black box of intragroup conflict and to display the non-linear evolution of intragroup conflict. It is unlikely that we can fully explore the complex relationships among individual-/dyadic-/team-level antecedents, team social interactions, the evolution of intragroup conflict over time, or team outcomes unless these conditions can be systematically investigated through an aligned set of lenses: specifically, a concerted theory, novel measurement, and rigid analysis.

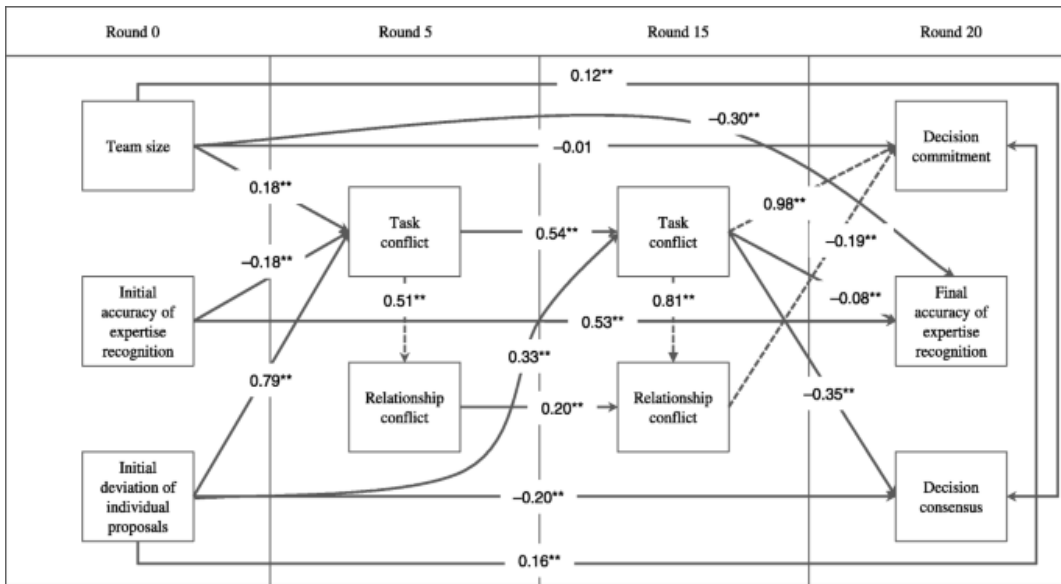
APPENDIX

FIGURE 1
A MULTILEVEL DYNAMIC MODEL OF INTRAGROUP CONFLICT



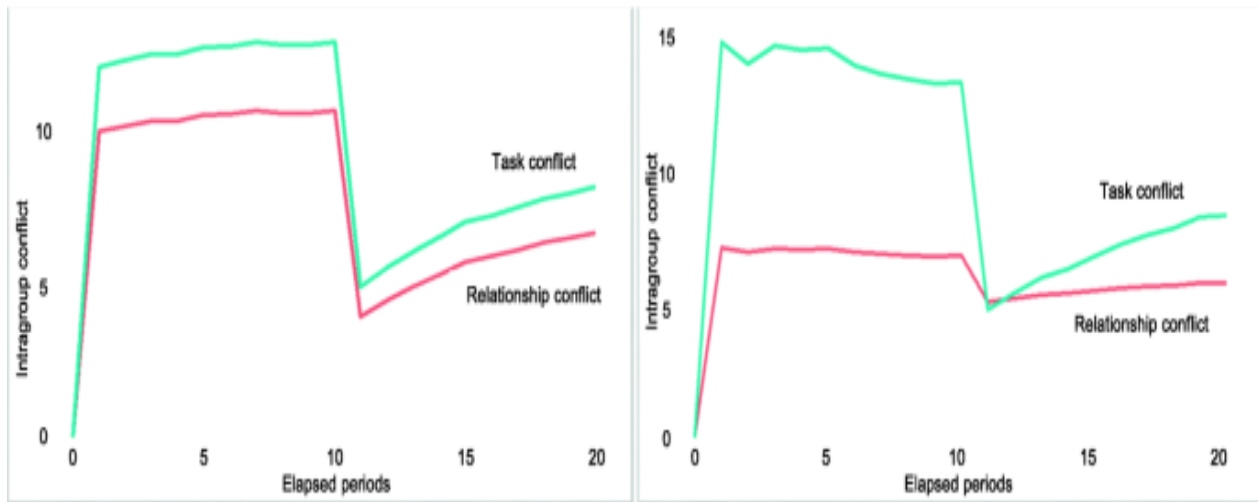
Notes. The model is built on and extended Korsgaard et al.'s (2008) multilevel model of intragroup conflict

FIGURE 2
PATH ANALYSIS RESULTS



Notes. ** $p < 0.01$; dotted lines represent the relationship analysis defined based on the literature findings

FIGURE 3
THE NON-LINEAR DEVELOPMENT OF TWO TYPES OF INTRAGROUP CONFLICT OVER TIME

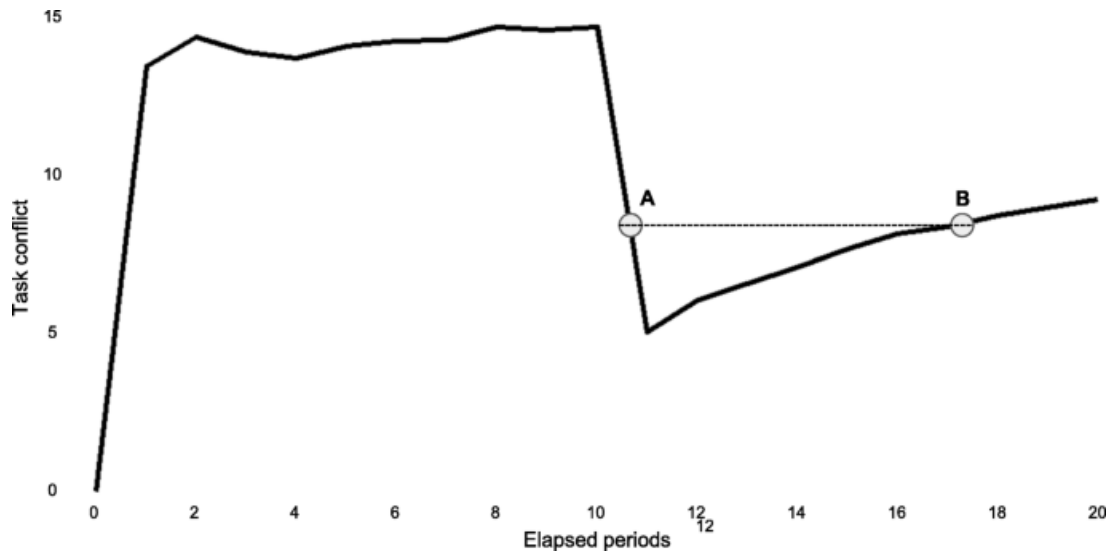


(a) The initial deviation of individual proposals (= 0.50); the initial accuracy of expertise recognition (= 0.25); the intragroup trust (= one standard deviation below)

(b) The initial deviation of individual proposals (= 0.30); the initial accuracy of expertise recognition (= 0.5); the intragroup trust (= one standard deviation above)

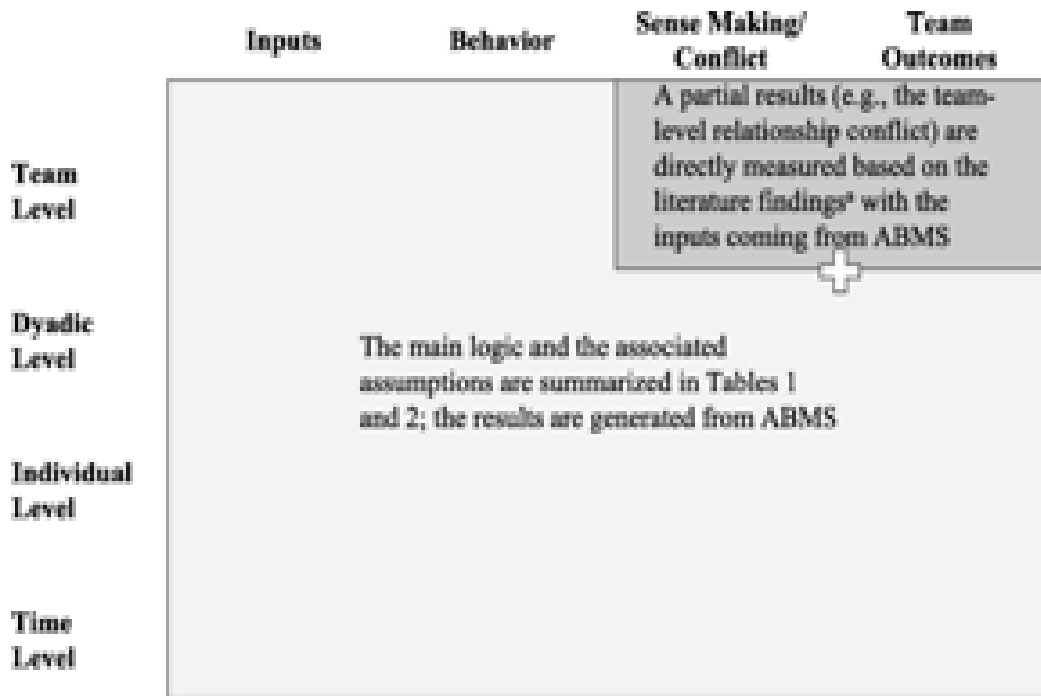
Notes. In the scenario of team size (= five members)

FIGURE 4
THE EVOLUTION OF TASK CONFLICT OVER TIME



Notes. Assuming that at two periods of time A and B, the level of conflict was measured and a linear trend was projected; in the condition of team size (= seven members); the initial accuracy of expertise recognition (= 0.25); and the initial deviation of individual proposals (= 0.5)

FIGURE 5
AN INTEGRAL APPROACH OF COMBINING ABMS WITH LITERATURE FINDINGS



Notes. A The studies by Simons and Peterson (2000) and Parayitam and Dooley (2009)

TABLE 1
THE COMPUTATIONAL MODEL OF INTRAGROUP CONFLICT FOR SMALL TEAM DECISION-MAKING

A proposer's processes
<ol style="list-style-type: none"> 1. Identify a problem aspect 2. Present own proposal to the identified problem aspect
Other members' processes
<ol style="list-style-type: none"> 3. Evaluate own proposal to the identified problem aspect against the presented one <ol style="list-style-type: none"> a. If the proposer is recognized as a subject expert, go to Step 4a b. If both proposal discrepancy is less than 0.5 (an arbitrary value) and the perceived level of the proposer's expertise is higher than own expertise, go to Step 4a c. If none of above, go to Step 4b 4. Dyadic interactions due to the outcome of Step 3 <ol style="list-style-type: none"> a. Support the presented proposal and do not evoke any task conflict, go to Step 6 b. Reject the presented proposal and evoke a task conflict between the proposer and the evaluator, go to Step 6 5. Dyadic interactions due to the outcome of Step 6 <ol style="list-style-type: none"> a. If the presented proposal is supported jointly, members (except the proposer) adjust individual proposals towards the supported proposal and upgrade the perceived level of the proposer's expertise, go to Step 7 b. If a presented proposal is rejected jointly, team members downgrade the perceived level of the proposer's expertise, go to Step 7
Team processes
<ol style="list-style-type: none"> 6. Make a team census decision whether or not to support the presented proposal to the identified problem aspect <ol style="list-style-type: none"> a. If more than half of members opt for the proposal, a team will jointly support the presented proposal to the identified problem aspect, go to Step 5a b. If less than half of members opt for the proposal, a team will jointly reject the presented proposal to the identified problem aspect, go to Step 5b 7. Continue the next problem aspect, go to Step 1 8. Finish a round of discussion if 10 problem aspects are all covered 9. Finish a decision-making task after 20 rounds of team discussion

TABLE 2
THE SUMMARY OF KEY MODEL VARIABLES/PROCESSES, ASSUMPTIONS AND
CORRESPONDING PARAMETERS IN ABMS

Model variables/Processes	Assumptions	Corresponding parameters in ABMS
1. Members		
1.1 A set of individual proposals to 10 problem aspects of a task	Members possess a set of initial proposals to 10 problem aspects and update their proposals according to the temporal outcome of team consensus due to the feedback loop	An initial normal distribution function with the mean of 0.5 and a standard deviation in one of three scenarios (high/medium/low scale, namely a 0.5/0.3/0.1 standard deviation) to represent functional diversity
1.2 A set of expertise perception of "who knows what," including self- and others-perception	Members possess a set of initial expertise perception of "who knows what" (Wegner 1987) and update their perception according to the temporal outcome of team consensus due to the feedback loop	Random variables between 0 and 1; the higher the value, the higher perception of expertise The initial accuracy of expertise recognition in one of three scenarios (high/medium/low scale, namely 75%/50%/25%) to represent expertise perception
1.3 A set of job-related knowledge, skills and attitudes (KSAs) to 10 aspects of a task	Member possess a set of fixed job-related KSAs to 10 problem aspects	Random variables between 1 and 100; the higher the value, the higher KSAs to a problem aspect. The variables used to determine who the absolute experts are for the 10 problem aspects
2. Dyadic interactions		
2.1 Proposal evaluation	Members compare own proposals against the presented one and evoke dyadic task/relationship conflict if there exists a disagreement about the proposals or the perception of expertise	Members (except the proposer) compare the variance between own proposal and the presented one Members opt to support or reject the presented proposal depending on the proposal discrepancy (< 0.5) and the relative levels of perceived expertise to the specific problem aspect If members do not support the presented proposal, dyadic task conflict as well as relationship conflict will be evoked
3. Team interactions		
3.1 Problem aspect identification	In each round of discussion, 10 problem aspects of a task are identified one by one	In each round of discussion, a team identifies 10 problem aspects one by one In total, 10 problem aspects of a task are identified in each round
3.2 Proposal elaboration	For each problem aspect, a team randomly assigns a member to elaborate his/her proposal to the identified problem aspect	A team member is randomly assigned to present his/her proposal to the identified problem aspect for others' evaluation (as described in 2.1)
3.3 Team consensus	Team decision-making process follows the consensus approach (McGrath 1984) to determine a joint decision whether or not to support the presented proposal to the specific problem aspect	A team will support the presented proposal to the specific problem aspect if more than half of members opt for the proposal (due to dyadic interactions as described in 2.1) A team will reject the presented proposal to the specific problem aspect if less than half of members opt for the proposal (due to dyadic interactions as described in 2.1)
3.4 Intragroup conflict	Intragroup conflict originates from lower-level processes and manifests across levels to make an impact on team functioning (Korsgaard et al. 2008; Kozlowski and Klein 2000)	In each round of discussion, the magnitude of team-level task conflict is measured by averaging individually accumulated number of task conflicts due to dyadic interactions, and divided by the maximum number of possible task conflicts The relationship of intragroup task conflict, intragroup trust and intragroup relationship conflict follows the study by Simons and Peterson (2000) and the magnitude of team-level relationship conflict is then computed accordingly
4. Team outcomes		
4.1 Decision commitment	Decision commitment is one of key criteria to measure the success of team decision-making	The relationship of intragroup task conflict, relationship conflict, and decision commitment follows the study by Parayitam and Dooley (2009) and the magnitude of decision commitment is then computed accordingly in the final round of discussion (i.e., when time steps = 20)
4.2 Decision quality	Decision quality is one of key criteria to measure the success of team decision-making	Operationalized in terms of the final accuracy of expertise recognition Measured as the percentage of the number of perceived experts correctly matching to the absolute experts out of 10 problem aspects in the final round The value in the range of 0% to 100%; the higher the value, the higher decision quality
4.3 Decision consensus	Decision consensus is one of key criteria to measure the success of team decision-making	Measured as the total number of supported proposals (out of 10 problem aspects) in the final round The value in the range of 0 to 10; the higher the value, the higher decision consensus

TABLE 3
MEANS, STANDARD DEVIATIONS, AND CORRELATIONS

	M	SD	1	2	3	4	5	6	7	8	9	10
1 Initial deviation of individual proposals	0.30	0.16	–									
2 Initial accuracy of expertise recognition	0.50	0.20	0.00	–								
3 Team size	5.00	1.63	0.00	0.00	–							
4 Intragroup trust	0.00	0.82	0.00	0.00	0.00	–						
5 Task conflict (at round five)	12.76	1.85	0.79**	–0.18**	0.18**	0.01	–					
6 Relationship conflict (at round five)	8.61	1.90	0.40**	–0.09**	0.10**	–0.82**	0.51**	–				
7 Task conflict (at round 15)	6.84	0.55	0.76**	–0.12**	0.08**	0.02	0.80**	0.39**	–			
8 Relationship conflict (at round 15)	5.53	0.32	0.67**	–0.10**	0.07**	–0.07**	0.72**	0.51**	0.89**	–		
9 Decision commitment (at round 20)	1.06	0.23	0.77**	–0.11**	0.05*	0.14**	0.81**	0.28**	0.93**	0.79**	–	
10 Decision quality, namely accuracy of expertise recognition (at round 20)	0.66	0.19	–0.09**	0.54**	–0.30**	0.00	–0.22**	–0.11**	–0.16**	–0.14**	–0.15**	–
11 Decision consensus (at round 20)	3.56	1.73	–0.47**	0.05*	–0.09**	–0.01	–0.46**	–0.22**	–0.49**	–0.44**	–0.59**	0.03

Notes. n = 2430 teams; * p < 0.05, ** p < 0.01.

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

El conflicto es multidimensional (Jehn 1995) y dinámico (Greer et al. 2008; Jehn y Mannix 2001) e incluye interacción multinivel (de Dreu y Gelfand 2007; 2008; Lee et al. 2018). Los académicos han conceptualizado y medido históricamente el conflicto intragrupo a nivel de equipo (Jones et al. 2019; 2008); sin embargo, se ha prestado relativamente poca atención a los aspectos multinivel o a la visión dinámica del conflicto. Por ejemplo, la mayoría de los estudios empíricos utilizaron el marco de Jehn (1995) para medir las percepciones transversales de los empleados sobre la tarea a nivel de equipo o el conflicto de relaciones haciendo preguntas como "¿Cuánto conflicto sobre el trabajo que haces hay en tu unidad de trabajo?" (Jehn 1995) e implicaba un enfoque de un solo nivel (Humphrey et al. 2017; 2008). Una limitación principal de este colectivismo explicativo es que depende de la asunción de la homogeneidad individual (Humphrey y Aime 2014). Como resultado, aunque los conflictos dyadicos y de equipo son fenómenos sociales que surgen y se manifiestan en niveles más altos de análisis (Jehn y Bendersky 2003), la investigación ha descuidado la naturaleza multinivel del conflicto intragrupo con sus procesos de emergencia y evolución dinámica, a pesar de su criticidad para el funcionamiento del equipo.

Sobre la base de un trabajo previo que abordó una visión del proceso, aspectos multinivel y la naturaleza dinámica del conflicto intragrupo (por ejemplo, Pondy 1967), Korsgaard et al. (2008) desarrollaron un modelo multinivel de conflicto intragrupo mediante la integración de los niveles individuales, dyadicos y de equipo del análisis de conflictos intragrupo. Este modelo demuestra que el conflicto intragrupo puede resultar de las percepciones y comportamientos de un individuo, interacciones dyadic o interacciones dentro del equipo con respecto a varias condiciones de tarea. El estudio actual tiene como objetivo aprovechar y ampliar el modelo original de Korsgaard et al. (2008) para abarcar explícitamente el aspecto dinámico del conflicto. Al permitir la dinámica de conflicto, reconocemos además que un equipo no es una entidad estática de un solo nivel, sino más bien una entidad dinámica compleja, multinivel. Caracterizamos explícitamente el aspecto dinámico del conflicto (por ejemplo, el papel del tiempo y las relaciones recursivas) después de estudios recientes sobre conflictos intragrupo (por ejemplo, Cronin y Bezrukova 2019; 2019).

Este estudio crea una instancia de un modelo multinivel y dinámico de conflicto intragrupo en el contexto de la toma de decisiones de un equipo pequeño. Nos centramos en la toma de decisiones del equipo porque se trata de un área primaria de investigación en conflicto intragrupo (de Dreu y Weingart 2003). De hecho, la toma de decisiones del equipo es omnipresente y relevante para los negocios. Por ejemplo, los equipos de marketing evalúan las opciones disponibles y deciden cómo entrar en un mercado, mientras que los consejos corporativos desarrollan y acuerdan estrategias corporativas y asignación de recursos. Específicamente, en lugar de averiguar si se evoca el conflicto intragrupo, nos centramos en la interacción entre dos tipos de conflictos, a saber, los conflictos de tareas y relaciones y los antecedentes entre niveles, para ver cómo surgen y evolucionan los conflictos intragrupo con el tiempo, así como sus efectos en la

toma de decisiones del equipo, medidos por el compromiso de decisión, la calidad de la decisión y el consenso del equipo. Logramos este objetivo a través de la lente de un modelo y simulación basado en agentes (ABMS), que puede incorporar muchos tipos de efectos no lineales y relaciones co-evolucionadas entre los miembros del equipo, entornos e interacciones (Smith y Conrey 2007). Se puede utilizar para examinar y analizar directamente el aspecto dinámico del conflicto a través de los niveles a lo largo del tiempo. La aplicación de ABMS proporciona ventajas sobre los diseños de investigación tradicionales para capturar la emergencia y la evolución de los conflictos.

Este estudio contribuye a la investigación de conflictos de varias maneras. En primer lugar, ampliamos el modelo de Korsgaard et al.'s (2008) para incluir explícitamente el aspecto dinámico del conflicto intragrupo. En segundo lugar, creamos instancias del modelo extendido en el contexto de la toma de decisiones del equipo. Aunque se han estudiado los vínculos entre varios antecedentes de nivel cruzado con conflictos intragrupo (para una revisión detallada del conflicto intragrupo, véase de Dreu y Weingart 2003; de Wit et al. 2012), es escasa la investigación que utiliza una visión dinámica multinivel del conflicto intragrupo que conecta las construcciones pertinentes en el contexto de la toma de decisiones. Creemos que nuestro modelo puede proporcionar una perspectiva integral para explorar vínculos complejos. En tercer lugar, nuestro estudio examina las relaciones complejas con el conflicto intragrupo a lo largo del tiempo y ayuda a desempaquetar la caja negra del conflicto intragrupo con una mirada granular, a través de una presentación visualizada del desarrollo de conflictos intragrupo no lineal. Por último, atestigüamos las ventajas de aplicar un método cuantitativo directo, a saber, ABMS, para capturar y comprender la dinámica de los fenómenos emergentes. En resumen, este estudio amplía la investigación actual del conflicto intragrupo para integrarse de forma integral con puntos de vista multinivel y dinámicos.

CONCLUSIÓN

Comprender los conflictos intragrupo y las formas de gestionarlo mejor es fundamental para el funcionamiento del equipo. Inspirado en una visión multinivel del conflicto intragrupo (Korsgaard et al. 2008) y estudios de la dinámica del equipo (Cronin y Bezrukova 2019; 2011; Humphrey y Aime 2014), ampliamos el modelo original de Korsgaard et al.'s (2008) para abarcar los aspectos multinivel y dinámicos del conflicto intragrupo. Al aplicar ABMS, examinamos el surgimiento y desarrollo de conflictos intragrupo y sus efectos en la toma de decisiones del equipo. Nuestro modelo integrador y simulaciones computacionales ayudaron a desempaquetar la caja negra del conflicto intragrupo y a mostrar la evolución no lineal del conflicto intragrupo. Es poco probable que podamos explorar completamente las complejas relaciones entre los antecedentes individuales/dyadic-/team-level, las interacciones sociales del equipo, la evolución del conflicto intragrupo a lo largo del tiempo, o los resultados del equipo a menos que estas condiciones puedan ser investigadas sistemáticamente a través de un conjunto alineado de lentes: específicamente, una teoría concertada, una medición novedosa y un análisis rígido.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

Le conflit est multidimensionnel (Jehn, 1995) et dynamique (Greer et coll., 2008; Jehn et Mannix, 2001) et implique des interactions à plusieurs niveaux (de Dreu et Gelfand, 2007; Korsgaard et coll. 2008; Lee et coll. 2018). Les chercheurs ont historiquement conceptualisé et mesuré les conflits intragroupes au niveau de l'équipe (Jones et al., 2019; Korsgaard et coll. 2008); toutefois, relativement peu d'attention a été accordée aux aspects à plusieurs niveaux ou à la vision dynamique des conflits. Par exemple, la plupart des études empiriques ont utilisé le cadre de Jehn (1995) pour mesurer les perceptions des employés transsectionnels à l'égard des tâches au niveau de l'équipe ou des conflits relationnels en posant des questions telles que « Quel conflit y a-t-il dans votre unité de travail? » (Jehn, 1995) et impliquait une approche à un niveau (Humphrey et coll. 2017; Korsgaard et coll. 2008). L'une des principales limites d'un tel collectivisme explicatif est qu'il dépend de l'hypothèse de l'homogénéité individuelle (Humphrey et Aime, 2014). Par conséquent, bien que les conflits dyadiques et d'équipe soient des phénomènes sociaux qui émergent et se manifestent à des niveaux d'analyse plus élevés (Jehn et Bendersky, 2003), la recherche a négligé la nature à plusieurs niveaux du conflit intragroupe avec ses processus d'émergence et son évolution dynamique, malgré leur importance critique pour le fonctionnement de l'équipe.

Sur la base de travaux antérieurs qui ont abordé une vue de processus, des aspects à plusieurs niveaux et de la nature dynamique des conflits intragroupes (p. Ex., Pondy, 1967), Korsgaard et coll. (2008) ont élaboré un modèle à plusieurs niveaux de conflit intragroupe en intégrant les niveaux individuel, dyadique et d'équipe de l'analyse des conflits intragroupes. Ce modèle démontre que les conflits intragroupes peuvent résulter des perceptions et des comportements d'une personne, des interactions dyadiques ou des interactions au sein de l'équipe en ce qui concerne diverses conditions de tâche. L'étude actuelle vise à s'appuyer sur le modèle original de Korsgaard et coll. (2008) et à l'étendre pour englober explicitement l'aspect dynamique des conflits. En tenant compte de la dynamique des conflits, nous reconnaissons en outre qu'une équipe n'est pas une entité statique à un seul niveau, mais plutôt une entité complexe, à plusieurs niveaux et dynamique. Nous caractérisons explicitement l'aspect dynamique du conflit (p. Ex., le rôle du temps et des relations récursives) à la suite d'études récentes sur les conflits intragroupes (p. Ex., Cronin et Bezrukova 2019; Jones et coll. 2019).

Cette étude insurie instantanément un modèle multiniveaux et dynamique de conflit intragroupe dans le contexte de la prise de décision en petites équipes. Nous nous concentrons sur la prise de décision en équipe parce qu'il s'agit d'un domaine de recherche principal dans les conflits intragroupes (de Dreu et Weingart, 2003). En effet, la prise de décision d'équipe est omniprésente et pertinente pour les entreprises. Par exemple, les équipes de marketing évaluent les options disponibles et décident comment pénétrer un marché, tandis que les conseils d'administration élaborent et s'entendent sur les stratégies d'entreprise et l'allocation des ressources. Plus précisément, plutôt que de savoir si des conflits intragroupes sont évoqués, nous nous concentrons sur l'interaction entre deux types de conflits, à savoir les conflits de tâches et de relations et les antécédents inter-niveaux, afin de voir comment les conflits intragroupes émergent et évoluent au fil du temps, ainsi que leurs effets sur la prise de décision de l'équipe, tels que mesurés par l'engagement décisionnel, la qualité des décisions et le consensus de l'équipe. Nous atteignons cet objectif grâce à l'objectif d'un modèle et d'une simulation basés sur des agents (ABMS), qui peuvent incorporer de nombreux types d'effets non linéaires et des relations co-évoluées entre les membres de l'équipe, les environnements et les interactions (Smith et Conrey, 2007). Il peut être utilisé pour examiner et analyser directement l'aspect dynamique des conflits à travers les niveaux au fil du temps. L'application de l'abms offre ainsi des avantages par rapport aux conceptions de recherche traditionnelles pour capturer l'émergence et l'évolution des conflits.

Cette étude contribue à la recherche sur les conflits de plusieurs façons. Premièrement, nous étendons le modèle de Korsgaard et coll. (2008) pour inclure explicitement l'aspect dynamique des conflits intragroupes. Deuxièmement, nous instantons le modèle étendu dans le contexte de la prise de décision d'équipe. Bien que les liens entre plusieurs antécédents inter-niveaux avec des conflits intragroupes aient été étudiés (pour un examen détaillé des conflits intragroupes, voir de Dreu et Weingart 2003; de Wit et

coll. 2012), la recherche utilisant une vision dynamique à plusieurs niveaux du conflit intragroupe qui relie les constructions pertinentes dans le contexte de la prise de décision est faible. Nous croyons que notre modèle peut fournir une perspective de bout en bout pour explorer des liens complexes. Troisièmement, notre étude examine les relations complexes avec les conflits intragroupes au fil du temps et aide à débiller la boîte noire du conflit intragroupe avec un aspect granulaire, grâce à une présentation visualisée du développement de conflits intragroupes non linéaires. Enfin, nous attestons des avantages de l'application d'une méthode quantitative directe, à savoir l'abms, pour capturer et comprendre la dynamique des phénomènes émergents. En résumé, cette étude étend la recherche actuelle sur les conflits intragroupes pour qu'elle soit davantage intégrée aux vues à plusieurs niveaux et dynamiques.

CONCLUSION

Il est essentiel de comprendre les conflits intragroupes et les moyens de mieux le gérer pour le fonctionnement de l'équipe. Inspiré par une vision à plusieurs niveaux du conflit intragroupe (Korsgaard et al., 2008) et des études sur la dynamique d'équipe (Cronin et Bezrukova 2019; Cronin et coll. 2011; Humphrey et Aime 2014), nous avons étendu le modèle original de Korsgaard et coll. (2008) pour englober à la fois les aspects multiniveaux et dynamiques des conflits intragroupes. En appliquant l'abms, nous avons examiné l'émergence et le développement de conflits intragroupes et ses effets sur la prise de décision de l'équipe. Notre modèle intégratif et nos simulations computationnelles ont permis de débiller la boîte noire des conflits intragroupes et d'afficher l'évolution non linéaire des conflits intragroupes. Il est peu probable que nous puissions explorer pleinement les relations complexes entre les antécédents individuels/dyadiques/au niveau de l'équipe, les interactions sociales d'équipe, l'évolution des conflits intragroupes au fil du temps, ou les résultats de l'équipe, à moins que ces conditions ne puissent être systématiquement étudiées au moyen d'un ensemble aligné de lentilles : plus précisément, une théorie concertée, une nouvelle mesure et une analyse rigide.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Konflikt ist multidimensional (Jehn 1995) und dynamisch (Greer et al. 2008; Jehn und Mannix 2001) und beinhaltet ein mehrstufiges Zusammenspiel (de Dreu und Gelfand 2007; Korsgaard et al. 2008; Lee et al. 2018). Wissenschaftler haben gruppeninterne Konflikte auf Teamebene historisch konzipiert und gemessen (Jones et al. 2019; Korsgaard et al. 2008); jedoch wurde den Aspekten auf mehreren Ebenen oder der dynamischen Sicht des Konflikts relativ wenig Aufmerksamkeit geschenkt. Zum Beispiel nutzten die meisten empirischen Studien Jehns (1995) Rahmen, um die Wahrnehmung von Aufgaben oder Beziehungskonflikten auf Teamebene von Querschnittsmitarbeitern zu messen, indem sie Fragen wie "Wie viel Konflikt über die Arbeit, die Sie tun, in Ihrer Arbeitseinheit gibt?" stellten. (Jehn 1995) und implizierte einen einstufigen Ansatz (Humphrey et al. 2017; Korsgaard et al. 2008). Eine primäre Einschränkung eines solchen erklärenden Kollektivismus besteht darin, dass er von der Annahme individueller Homogenität

abhängt (Humphrey und Aime 2014). Obwohl dyadische und Teamkonflikte gesellschaftliche Phänomene sind, die auf höheren Analyseebenen auftauchen und sich manifestieren (Jehn und Bendersky 2003), hat die Forschung die multiebene Natur des innergruppeninternen Konflikts mit seinen Entstehungsprozessen und der dynamischen Evolution vernachlässigt, trotz ihrer Kritikalität für die Teamfunktion.

Basierend auf früheren Arbeiten, die sich mit einer Prozessansicht, mehrstufigen Aspekten und der Dynamik von gruppeninternen Konflikten (z. B. Pondy 1967) befassten, entwickelten Korsgaard et al. (2008) ein mehrstufiges Modell des gruppeninternen Konflikts, indem sie die individuellen, dyadischen und Teamebenen der gruppeninternen Konfliktanalyse integriert. Dieses Modell zeigt, dass gruppeninterne Konflikte aus den Wahrnehmungen und Verhaltensweisen eines Individuums, dyadischen Interaktionen oder Interaktionen innerhalb des Teams in Bezug auf verschiedene Aufgabenbedingungen resultieren können. Die aktuelle Studie zielt darauf ab, auf korsgaard et al.s (2008) ursprüngliches Modell aufzubauen und zu erweitern, um den dynamischen Aspekt des Konflikts explizit zu umfassen. Indem wir die Dynamik von Konflikten zulassen, erkennen wir ferner, dass ein Team keine statische Einheit auf einer Ebene ist, sondern eine komplexe, mehrstufige, dynamische Entität. Wir charakterisieren den dynamischen Aspekt von Konflikten (z.B. Die Rolle von Zeit und rekursiven Beziehungen) explizit nach aktuellen Studien über gruppeninterne Konflikte (z.B. Cronin und Bezrukova 2019; Jones et al. 2019).

Diese Studie instanziiert ein mehrstufiges und dynamisches Modell von gruppeninternen Konflikten im Kontext der Entscheidungsfindung kleiner Teams. Wir konzentrieren uns auf die Teamentscheidungsfindung, da dies ein Hauptforschungsbereich im konzerninternen Konflikt ist (de Dreu und Weingart 2003). Tatsächlich ist die Teamentscheidung allgegenwärtig und für die Wirtschaft relevant. Beispielsweise bewerten Marketingteams die verfügbaren Optionen und entscheiden, wie sie in einen Markt eintreten, während Unternehmensvorstände Unternehmensstrategien und Ressourcenallokation entwickeln und vereinbaren. Anstatt herauszufinden, ob gruppeninterne Konflikte heraufbeschworen werden, konzentrieren wir uns auf das Zusammenspiel zweier Arten von Konflikten, nämlich Aufgaben- und Beziehungskonflikte und gruppenübergreifende Vorläufer, um zu sehen, wie gruppeninterne Konflikte im Laufe der Zeit entstehen und sich entwickeln, sowie auf deren Auswirkungen auf die Teamentscheidung, gemessen an Entscheidungsverpflichtung, Entscheidungsqualität und Teamkonsens. Dieses Ziel erreichen wir durch die Linse eines agentenbasierten Modells und einer Simulation (ABMS), die viele Arten von nichtlinearen Effekten und gemeinsam entwickelten Beziehungen zwischen Teammitgliedern, Umgebungen und Interaktionen integrieren kann (Smith und Conrey 2007). Es kann verwendet werden, um den dynamischen Aspekt von Konflikten über die Zeit hinweg direkt zu untersuchen und zu analysieren. Die Anwendung von ABMS bietet somit Vorteile gegenüber herkömmlichen Forschungsdesigns zur Erfassung der Entstehung und Entwicklung von Konflikten.

Diese Studie trägt auf verschiedene Weise zur Konfliktforschung bei. Erstens erweitern wir korsgaard et al. Es (2008) Modell, um explizit den dynamischen Aspekt des innergruppeninternen Konflikts einzubeziehen. Zweitens instanziiieren wir das erweiterte Modell im Kontext der Teamentscheidung. Obwohl die Verbindungen zwischen mehreren gruppenübergreifenden Vorläufern mit gruppeninternen Konflikten untersucht wurden (für eine detaillierte Überprüfung des innergruppeninternen Konflikts, siehe de Dreu und Weingart 2003; de Wit et al. 2012), ist die Forschung mit einer dynamischen mehrstufigen Sicht auf innergruppeninterne Konflikte, die relevante Konstrukte im Kontext der Entscheidungsfindung miteinander verbindet, spärlich. Wir glauben, dass unser Modell eine durchgängige Perspektive für die Erforschung komplexer Verbindungen bieten kann. Drittens untersucht unsere Studie komplexe Beziehungen mit gruppeninternen Konflikten im Laufe der Zeit und hilft, die Blackbox des innergruppeninternen Konflikts mit einem granularen Blick zu entpacken, indem eine visualisierte Darstellung der nichtlinearen intragruppenen Konfliktentwicklung erfolgt. Schließlich bescheinigen wir die Vorteile der Anwendung einer direkten quantitativen Methode, nämlich ABMS, um die Dynamik aufkommender Phänomene zu erfassen und zu verstehen. Zusammenfassend erweitert diese Studie die aktuelle Forschung über gruppeninterne Konflikte, um weiter in mehrstufige und dynamische Ansichten eingebettet zu werden.

SCHLUSSFOLGERUNG

Das Verständnis von gruppeninternen Konflikten und Möglichkeiten, sie besser zu bewältigen, ist für die Teamfunktion von entscheidender Bedeutung. Inspiriert von einer mehrstufigen Sicht des innergruppeninternen Konflikts (Korsgaard et al. 2008) und Studien zur Teamdynamik (Cronin und Bezrukova 2019; Cronin et al. 2011; Humphrey und Aime 2014) haben wir korsgaard et al. (2008) das ursprüngliche Modell erweitert, um sowohl die multiebenen als auch die dynamischen Aspekte des innergruppeninternen Konflikts zu umfassen. Mit der Anwendung von ABMS untersuchten wir die Entstehung und Entwicklung von gruppeninternen Konflikten und deren Auswirkungen auf die Teamentscheidungsfindung. Unsere integrativen Modell- und Rechenimulationen halfen, die Blackbox des innergruppeninternen Konflikts zu entpacken und die nichtlineare Entwicklung des innergruppeninternen Konflikts darzustellen. Es ist unwahrscheinlich, dass wir die komplexen Beziehungen zwischen einzelnen/dyadischen/Team-Vorgängern, teamsozialen Interaktionen, der Entwicklung von innergruppeninternen Konflikten im Laufe der Zeit oder Teamergebnissen vollständig untersuchen können, es sei denn, diese Bedingungen können systematisch durch einen aufeinander abgestimmten Satz von Linsen untersucht werden: insbesondere eine abgestimmte Theorie, neuartige Messungen und starre Analysen.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

O conflito é multidimensional (Jehn 1995) e dinâmico (Greer et al. 2008; Jehn e Mannix 2001) e envolve interação multinível (de Dreu e Gelfand 2007; Korsgaard et al. 2008; Lee et al. 2018). Os estudiosos historicamente conceberam e mediram o conflito intragrupo ao nível da equipa (Jones et al. 2019; Korsgaard et al. 2008); no entanto, tem sido dada relativamente pouca atenção a aspetos multinível ou à visão dinâmica do conflito. Por exemplo, a maioria dos estudos empíricos usou o quadro de Jehn (1995) para medir a perceção transversal dos colaboradores transversais sobre a tarefa de nível de equipa ou conflito de relacionamentos, fazendo perguntas como "Quanto conflito sobre o trabalho que faz está na sua unidade de trabalho?" (Jehn 1995) e implicou uma abordagem de nível único (Humphrey et al. 2017; Korsgaard et al. 2008). Uma das principais limitações de tal coletivismo explicativo é que depende da assunção da homogeneidade individual (Humphrey e Aime 2014). Como resultado, embora os conflitos diádicos e de equipa sejam fenómenos sociais emergindo e manifestando-se em níveis mais elevados de análise (Jehn e Bendersky 2003), a investigação tem negligenciado a natureza multinível do conflito intragrupo com os seus processos de emergência e evolução dinâmica, apesar da sua criticidade pelo funcionamento da equipa.

Com base em trabalhos anteriores que abordavam uma visão de processo, aspetos multinível, e a natureza dinâmica do conflito intragrupo (por exemplo, Pondy 1967), Korsgaard et al. (2008) desenvolveu um modelo multinível de conflito intragrupo, integrando os níveis individuais, diádicos e de equipa de análise de conflitos intragrupo. Este modelo demonstra que o conflito intragrupo pode resultar das perceções e comportamentos de um indivíduo, interações diádicas ou interações dentro da equipa no que diz respeito a várias condições de tarefa. O estudo atual visa basear-se e alargar o modelo original de

Korsgaard et al.(2008) para abranger explicitamente o aspeto dinâmico do conflito. Ao permitir a dinâmica do conflito, reconhecemos ainda que uma equipa não é uma entidade estática de um só nível, mas sim uma entidade complexa, multinível, dinâmica. Caracterizamos explicitamente o aspeto dinâmico do conflito (por exemplo, o papel do tempo e as relações recursivas) na sequência de estudos recentes sobre conflitos intragrupo (por exemplo, Cronin e Bezrukova 2019; Jones et al. 2019).

Este estudo instantaneamente um modelo multinível e dinâmico de conflito intragrupo no contexto da tomada de decisões de pequenas equipas. Focamo-nos na tomada de decisões por equipas porque esta é uma área primária de investigação em conflito intragrupo (de Dreu e Weingart 2003). Com efeito, a tomada de decisão por equipas é omnipresente e relevante para os negócios. Por exemplo, as equipas de marketing avaliam as opções disponíveis e decidem como entrar num mercado, enquanto os conselhos corporativos desenvolvem e concordam com estratégias corporativas e alocação de recursos. Especificamente, em vez de descobrir se o conflito intragrupo é evocado, focamo-nos na interação entre dois tipos de conflitos, nomeadamente conflitos de tarefas e relações e antecedentes transversais, para ver como os conflitos intragrupo emergem e evoluem ao longo do tempo, bem como os seus efeitos na tomada de decisões da equipa, medido pelo compromisso de decisão, qualidade de decisão e consenso de equipa. Alcançamos este objetivo através da lente de um modelo e simulação baseados em agentes (ABMS), que pode incorporar muitos tipos de efeitos não lineares e relações co-evoluídas entre membros da equipa, ambientes e interações (Smith e Conrey 2007). Pode ser usado para examinar e analisar diretamente o aspeto dinâmico do conflito através dos níveis ao longo do tempo. A aplicação do ABMS proporciona assim vantagens em relação aos desenhos de investigação tradicionais para capturar o aparecimento e a evolução dos conflitos.

Este estudo contribui para a investigação de conflitos de várias maneiras. Em primeiro lugar, alargamos o modelo korsgaard et al.'s (2008) para incluir explicitamente o aspeto dinâmico do conflito intragrupo. Em segundo lugar, instantaneamente o modelo alargado no contexto da tomada de decisão da equipa. Embora as ligações entre vários antecedentes transversais com conflitos intragrupo tenham sido estudadas (para uma revisão detalhada sobre o conflito intragrupo, ver de Dreu e Weingart 2003; de Wit et al. 2012), a investigação utilizando uma visão dinâmica multinível do conflito intragrupo que liga as construções relevantes no contexto da tomada de decisões é escassa. Acreditamos que o nosso modelo pode fornecer uma perspetiva de ponta a ponta para explorar ligações complexas. Em terceiro lugar, o nosso estudo examina relações complexas com conflitos intragrupo ao longo do tempo e ajuda a desempacotar a caixa negra de conflito intragrupo com um olhar granular, através de uma apresentação visualizada do desenvolvimento de conflitos intragrupo não lineares. Por último, atestamos as vantagens da aplicação de um método quantitativo direto, nomeadamente ABMS, para capturar e compreender a dinâmica dos fenómenos emergentes. Em resumo, este estudo alarga a atual investigação do conflito intragrupo a ser integrada com visões multinível e dinâmicas.

CONCLUSÃO

Compreender o conflito intragrupo e formas de gerir melhor é fundamental para o funcionamento da equipa. Inspirado numa visão multinível do conflito intragrupo (Korsgaard et al. 2008) e estudos de dinâmica de equipa (Cronin e Bezrukova 2019; Cronin et al. 2011; Humphrey e Aime 2014), alargamos o modelo original de Korsgaard et al.(2008) para abranger tanto os aspetos multinível como dinâmicos do conflito intragrupo. Ao aplicar o ABMS, analisámos a emergência e o desenvolvimento do conflito intragrupo e os seus efeitos na tomada de decisões por equipas. O nosso modelo integrador e simulações computacionais ajudaram a desempacotar a caixa negra de conflitos intragrupo e a exibir a evolução não linear do conflito intragrupo. É pouco provável que possamos explorar plenamente as relações complexas entre antecedentes individuais/dyadic-/team-level, interações sociais em equipa, a evolução do conflito intragrupo ao longo do tempo, ou os resultados da equipa, a menos que estas condições possam ser sistematicamente investigadas através de um conjunto alinhado de lentes: especificamente, uma teoria concertada, medição de romances e análise rígida.