Task and relationship conflict in short-term and long-term groups

The critical role of emotion regulation

Petru L. Curşeu and Smaranda Boroş
Tilburg University, Tilburg, The Netherlands, and
Leon A.G. Oerlemans
University of Pretoria, Pretoria, South Africa, and Tilburg University, Tilburg, The Netherlands

Abstract

Purpose – The purpose of this paper is to examine the triple interaction of task conflict, emotion regulation and group temporariness on the emergence of relationship conflict.

Design/methodology/approach – A field study was conducted to test the interaction of emotion regulation and task conflict on the emergence of relationship conflict in 43 short-term (temporary) groups and 44 long-term groups.

Findings – The results show that the highest chance for task conflict to evolve into relationship conflict is when groups (both short-term and long-term) have less effective emotion regulation processes, while task and relationship conflict are rather decoupled in long-term groups scoring high on emotion regulation.

Research limitations/implications – The paper concludes with a discussion of the obtained results in terms of their implications for conflict management in groups. Further research should explore the moderation effects in longitudinal studies in order to fully test the variables in the model.

Originality/value – The paper answers the call for contingency models of intra-group conflict and tests the moderating effect of two such contingencies in the relationship between task and relationship conflict.

Keywords The Netherlands, Students, Project teams, Conflict management, Groups, Task and relationship conflict, Emotion regulation, Short-term groups

Paper type Research paper

Initial empirical evidence has shown a strong and positive association between task and relationship conflict in groups (Jehn, 1997). Nevertheless, recent studies (Ayoko *et al.*, 2008; De Dreu and Weingart, 2003; Nair, 2008; Peterson and Behfar, 2003; Simons and Peterson, 2000; Speakman and Ryals, 2010; Yang and Mossholder, 2004) suggest that several contingency factors moderate this relationship. The antecedents and consequences of the two types of conflict were investigated in groups that varied in their degree of permanency, yet no systematic attempts have been made to explore their interplay in short-term and long-term groups. Although conflict is closely connected with the emotional life of groups, no attempts have been made to empirically test the moderating role of emotion regulation between task and relationship conflict (Nair, 2008; Yang and Mossholder, 2004). Therefore, the first aim of this study is to empirically test the effect of the interaction between emotion regulation and task conflict on relationship conflict. The second aim is to further extend and refine this result to short-term and long-term groups and test the impact of a three-way

International Journal of Conflict Management
Vol. 23 No. 1, 2012
pp. 97-107

1044-4068
DOI 10.1108/10444061211199331

interaction between task conflict, degree of group temporariness and emotion regulation on relationship conflict.

The paper contributes to the literature on intra-group conflict in two ways. First, it furthers the attempt to identify contingency factors that may decouple task and relationship conflicts (Nair, 2008; Yang and Mossholder, 2004) and second, it develops further the insights on group temporariness (Druskat and Kayes, 2000) and on how this variable impacts on the emergence and interplay of task and relationship conflict in groups.

Conflict and emotion regulation in groups

Conflict is a fact of group life which can take many shapes. In the literature, a common distinction is made between task conflict (disagreements about the content of the task due to different viewpoints, opinions and ideas) and relationship conflict (interpersonal incompatibilities and frictions among the group members resulting in tension, annoyance and animosity) (Jehn, 1997). Some empirical studies have supported the independence of these two types of conflict (Pinkley, 1990; Jehn, 1997), while others have cast doubt on their differential impact on group performance (De Dreu and Weingart, 2003). In general scholars tend to agree with the conclusion of the meta-analysis reported by De Dreu and Weingart (2003), namely that conflict is detrimental for group performance because it creates negative emotionality and distracts group members from the task (Greer *et al.*, 2008; Jehn and Bendersky, 2003; Nair, 2008). However, recent evidence suggests that several contingencies impact on the interplay between task and relationship conflict, and therefore understanding this interplay is essential for group effectiveness (Curşeu and Schruijer, 2010; De Dreu and Weingart, 2003; Greer *et al.*, 2008). As a consequence, conflict researchers show an increased interest in developing contingency models of conflict, taking into account the factors and circumstances that impact on the interplay between task and relationship conflict (De Dreu and Beersma, 2005; Guerra *et al.*, 2005; Giebels and Janssen, 2005; Greer *et al.*, 2008; Simons and Peterson, 2000). Research to date strongly supports, for example, the moderating role of trust and shows that when trust is present, task conflict has a lower chance of developing into relationship conflict (Curşeu and Schruijer, 2010; Peterson and Behfar, 2003; Parayitam *et al.*, 2010; Simons and Peterson, 2000).

Intra-group conflict is closely associated with emergent emotional states in groups. Relationship conflict is especially associated with anger, tension and other negative emotional states. Nevertheless, task conflict can also trigger negative emotional states (e.g. dissatisfaction, frustration) and it is generally seen as an antecedent of relationship conflict (Curşeu and Schruijer, 2010; Greer *et al.*, 2008). Emotions also play a central role in conflict resolution. Desivilya and Yagil (2005) show that cooperative conflict management strategies were associated with positive intra-group emotional states, whereas Bell and Song (2005) find that group emotions impact on the selection of conflict resolution strategies, by mediating the role of cognitive appraisal on conflict. Moreover, Shih and Susanto (2010) show in a sample of government employees that individuals scoring high on emotional intelligence prefer integrative and compromising conflict management styles.

Previous research also shows that socially-induced positive moods are conducive for cooperative conflict management strategies to a greater extent than neutral or

negative affective states (Carnevale and Isen, 1986; Baron *et al.*, 1990, Forgas, 1998). Moreover, negative emotional states, anger in particular, triggers more competitive reactions, especially when it is experienced by several or all group members (Van Kleef, 2009). Finally, research on the strategic use of emotions in negotiations shows that negotiators who can convincingly display both positive and negative emotions (i.e. those who have effective emotion regulation skills) can effectively influence negotiation outcomes and the quality of future interpersonal interactions (Kopelman *et al.*, 2006; Sinaceur and Tiedens, 2006). Given these effects of experienced emotions on conflict management, it is likely that effective emotion regulation increases the likelihood of experiencing positive emotions in groups, increases cooperation and helps groups to effectively deal with destructive reactions to task conflict (Ayoko *et al.*, 2008). Therefore, the ability of group members to work with these experienced emotions is likely to be a relevant contingency factor that impacts on the interplay between task and relationship conflict.

In fact, Yang and Mossholder (2004) argue in their model of decoupling task and relationship conflict that collective emotional intelligence is a core contingency for the interplay of the two types of conflict. Collective emotional intelligence is an emergent group property and refers to group capacity to identify and work with the emotions felt/expressed as a result of group interactions. More specifically, it represents group ability to create norms that encourage expression, awareness and regulation of the emotional process that lead to improving the ability of group members to work together effectively. One of the three dimensions of collective emotional intelligence, group emotional regulation is defined as the process of solving discrepancies between current and desired emotional states (Yang and Mossholder, 2004). Therefore effective emotion regulation entails the ability to maintain group-beneficial emotions and deal with disruptive emotions of the group. Groups with poor emotional regulation are likely to experience more intense task and relationship conflicts (Ayoko *et al.*, 2008), less positive emotions and thus less cooperation (Baron *et al.*, 1990; Forgas, 1998). As a consequence, in groups with low emotion regulation, task-related disagreements are more likely to be misinterpreted as personal attacks and thus the likelihood of relationship conflict is higher. Therefore, in line with Yang and Mossholder's (2004) third proposition, we hypothesize:

H1. In groups with effective emotional regulation processes, task conflict is less likely to evolve into relationship conflict.

Group emotion regulation is a core component of collective emotional intelligence (Druskat and Wolff, 2001; Yang and Mossholder, 2004) and is therefore an emergent state manifested as a higher order phenomenon. Similar to other emergent states (e.g. conflict, trust, group cognition, cohesion), emotion regulation describes the group as a whole, and emerges from – and at the same time shapes – the local dynamics of the group (Ayoko *et al.*, 2008; Curşeu, 2006). Emotion regulation as a group global property is associated with the development of collective norms for dealing with disagreements and negative emotionality (Druskat and Wolff, 2001). Therefore, effective emotion regulation takes time to emerge, and thus emotion regulation processes are less likely to be effective in short-term groups as compared to long-term groups.

Previous research on short-term project teams reveals that conflict has a negative impact on performance, because the benefits of task conflict do not overcome the cost

of distraction from the focal task. In short-term groups, there may not be enough time for the improved processes that can result from conflict resolution to feed back into improved performance (Druskat and Kayes, 2000). This effect is stronger in teams with low emotion regulation. In other words, short-term groups experiencing high levels of task conflict with a low level of emotion regulation are likely to experience increased levels of relationship conflict. On the other hand, while short-term groups are limited in their duration and membership (duration is usually defined by task accomplishment), well-established groups have a history of interactions as well as prospects for such interactions in the future. Group members in long-term groups share a common group identity and have had time to develop norms for working together. Furthermore, they are aware they will have to work together in the future (Druskat and Wolff, 2001). Due to the existence of normative systems in long-term groups that have emerged from previous interactions, emotion regulation processes should be more effective in disentangling task from relationship conflict. We therefore argue that the potential of emotion regulation to disentangle the task to relationship conflict relation is contingent on the degree of group temporariness. Therefore, our second hypothesis is:

H2. In groups with effective emotional regulation processes, task conflict is less likely to evolve into relationship conflict and this moderation effect is stronger in long-term rather than short-term groups.

Method

Sample

Data was collected in a sample of 417 students (244 men and 163 women; mean age = 21.29, SD = 2.38) from a Dutch university. All students were first year students and the study was carried out during the first study unit in order to limit the biases of previously working together in groups. The students were organized in 43 short-term groups that worked together during one lecture alone and 44 long-term groups that worked together during a whole semester. The short-term groups had to solve a case-study and answer a set of questions as a group. The long-term group had the task of conducting research into an organization and writing a research report (graded as part of the course grade), however the data was collected after they were asked to solve a similar task with the one performed by the short-term groups during one of the course workshops. The long-term groups worked together for 14 weeks. Both groups filled in the questionnaires at the end of their case analysis task.

Instruments

Task conflict and relationship conflict were measured by eight items (four for task conflict and four for relationship conflict) from the intra-team conflict scale introduced by Jehn (Jehn, 1997; Jehn *et al.*, 1999). The answers were recorded on a five-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). Cronbach's alpha for task conflict scale was 0.75 and for relationship conflict 0.81. Emotion regulation was evaluated with seven items constructed by the authors in order to measure the concept as a group level construct (since most of the scales to date evaluate emotion regulation as an individual attribute; see Ayoko *et al.*, 2008). The answers were recorded on a five-point Likert scale (from 1 = strongly disagree to 5 = strongly agree) and the Cronbach's alpha for the emotional regulation scale was 0.72. Scale items and their factor loadings are presented in Table I.

Scale items	Component 1	2	3
TC1 – To what extent are there differences of opinion in your team?	0.06	0.05	0.75
TC2 – How often do the members of your team disagree about how things should be done?	0.32	−0.02	0.82
TC3 – How often do the members of your team disagree about which procedure should be used to do your work?	0.39	−0.08	0.72
TC4 – To what extent are the disagreements in your team related to the task?	−0.01	0.01	0.60
RC1 – How much are personality conflicts evident in your team?	0.57	0.12	0.21
RC2 – How much tension is there among the members of your team?	0.62	0.06	0.28
RC3 – How often do people get angry while working in your team?	0.73	−0.10	0.23
RC4 – How much jealousy or rivalry is there among the members of your team?	0.68	−0.08	0.06
ER1 – Criticism was sometimes thrown without consideration for people's feelings (R)	−0.03	0.41	−0.01
ER2 – We made each other feel better when we were down	0.00	0.76	0.05
ER3 – It was difficult to calm down quickly when we got mad at each other (R)	−0.43	0.42	−0.09
ER4 – The group was generally able to influence how individual members felt	−0.05	0.48	0.05
ER5 – We complimented each other when we did something well	−0.11	0.73	−0.09
ER6 – We generally exercised good control over our emotions	−0.47	0.43	0.07
ER7 – When we experienced positive emotions, we knew how to make them last	−0.18	0.67	−0.09

Notes: Analysis was carried out with Principal Component Analysis, using an Oblimin rotation with Kaiser normalization; TC – task conflict; RC – relationship conflict; ER – emotion regulation

Table I.
Results of the principal components analysis for the scales used in the analyses

A principal component analysis with the items of the three scales reveals a three components solution: the first component has an eigenvalue of 3.33 and covers 22.2 per cent of the score variance, the second has an eigenvalue of 1.93 and covers 12.92 per cent score variance, while the last component has an eigenvalue of 1.67 and covers 11.20 per cent of the score variance. The structure matrix is presented in Table I.

Moreover, for the two types of conflict and emotion regulation, individual scores were aggregated into group scores after computing the rWG index (James *et al.*, 1984). The within group agreement index (rWG) can take values between zero and one, and generally, a value of 0.70 or higher is considered to reflect a reasonable amount of agreement within a group. The rWG scores for the three scales are presented in Table II. Moreover, between-group variance was tested with one-way analysis of variance (ANOVA). We used groups as factor and the results indicate that the between-group variation exceeds the within-group variance for all three scales: task

conflict F[87, 410] = 2.62 ($p < 0.0001$), relationship conflict F[87, 410] = 2.56 ($p < 0.0001$), F[87, 408] = 2.22 ($p < 0.0001$). Together, the rWG scores and the analysis of variance results support the aggregation of individual scores into group level scores.

Results

Means, standard deviations and correlations are presented in Table III.

To test our hypotheses, we regressed task conflict, degree of group temporariness, and emotion regulation on relationship conflict. In the first step, we entered task conflict, degree of group temporariness and emotion regulation as well as the two-way interaction terms, and their three-way interaction in the second step. In order to reduce multicolinearity, the predictors were centred before computing the cross-product terms (Aiken and West, 1991). The results of the OLS regressions are presented in Table IV.

Although two-way interactions are significant in both models, the three-way interaction term is not significant. A plausible explanation for this is the use of a

Table II. Results for the aggregation statistics

	rWG Min.	rWG Max.	rWG Mean	rWG SD
Task conflict	0.74	1.00	0.84	0.04
Relationship conflict	0.75	1.00	0.85	0.05
Emotion regulation	0.72	1.00	0.83	0.04

Table III. Means, standard deviations and correlations

	Mean	SD	1	2
Task conflict	2.64	0.47	1	
Relationship conflict	1.64	0.51	0.52**	1
Emotion regulation	3.71	0.41	−0.33**	−0.56**

Notes: $n = 87$; *$p < 0.05$; **$p < 0.01$

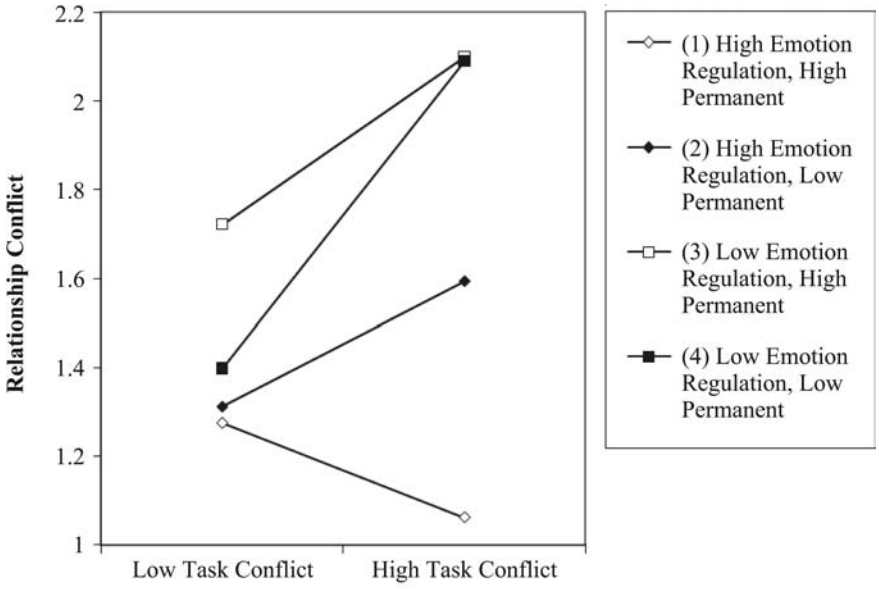
Table IV. Regression results for the three-way interaction between task conflict, degree of group temporariness and emotion regulation on relationship conflict

Model/step		Relationship conflict 1	Relationship conflict 2
1	Task conflict (TC)	0.30***	0.28**
	Emotion regulation (ER)	−0.56***	−0.55***
	Degree of group temporariness (DT)	−0.08	−0.09
	TC × ER	−0.23*	−0.23**
	TC × DT	−0.19*	−0.19*
	ER × DT	−0.19*	−0.20*
2	3 way interaction (TC × DT × ER)		−0.04
F change		14.97***	0.20
R^2		0.52	0.53
Adj R^2		0.49	0.48

Notes: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$ degree of temporariness is coded as a dummy variable with 1 for long-term and 0 for short-term groups

dummy variable (degree of permanency) in the cross-product terms, which leads to a substantial decrease in variance for the three-way interaction. In order to further explore the three-way interaction effects, we carried out a paired slopes comparison (Dawson and Richter, 2006) and a subgroup analysis based on degree of permanency that is expressed as a dummy variable in our model. The regression slopes for the two-way interaction effect are presented in Figure 1 (the results of the pair slopes comparison are presented in Table V). As predicted by *H2*, the interaction of task conflict with emotion regulation is significant only in long-term groups.

A separate set of OLS regressions were conducted to estimate the impact of the two-way interaction of task conflict and emotion regulation on relationship conflict separately in short-term and long-term groups. Task conflict and emotion regulation were entered in the first step and the cross-product term in the second step. The results are presented in Table VI and are in line with the results of the paired slopes comparison.



Notes: High Permanent = Long-term groups; Low Permanent = Short-term groups

Figure 1.
The interaction effect between task conflict, emotion regulation and type of groups on relationship conflict

Pair of slopes	*t*-value for slope difference	*p*-value for slope difference
(1) and (2)	− 1.644	0.104
(1) and (3)	− 1.997	0.049
(1) and (4)	− 2.660	0.009
(2) and (3)	− 0.480	0.633
(2) and (4)	− 1.575	0.119
(3) and (4)	− 1.224	0.225

Table V.
The results of the pair slopes comparison

Task conflict has a positive impact on relationship conflict and the effect is stronger when groups have less effective emotion regulation processes. Therefore, *H1* is fully supported. Moreover, emotion regulation has a negative direct impact on relationship conflict across all models. The hypothesized three-way interaction of task conflict, degree of temporariness and emotion regulation is not significant, yet the inspection of the regression slopes as well as the paired comparison provided support for *H2*. As the separate two-way interaction test shows, emotion regulation reduces the predictive value of task conflict for relationship conflict more for long-term groups than for short-term ones. Our results show that emotion regulation disentangles task and relationship conflict in long-term rather than short-term groups.

Discussion and implications

We predicted and found that in long-term groups with high emotion regulation mechanisms, task conflict has the lowest predictive value for relationship conflict. Previous conceptual work on emotions and intra group conflict argued that emotion regulation plays a moderating role in the relationship between task and relationship conflict (Nair, 2008; Yang and Mossholder, 2004). The core contribution of our paper is testing this proposition and proving that this moderating role is also influenced by the degree of group temporariness. Intra-group conflicts have a strong emotional component, in that they can be triggered by, and can generate, group level emotions. Effective emotion management is therefore an important contingency factor for the interplay between task and relationship conflict. Our results show that emotion regulation decouples task from relationship conflict in long-term rather than short-term groups.

Emotion regulation had strong main (negative) effects in both models and types of groups on relationship conflict. In other words, effective emotion management in groups reduces the emergence of relationship conflict, which is detrimental for group effectiveness. This finding is not surprising and it is in line with the conceptualization of emotional intelligence as a group level construct (Druskat and Wolff, 2001; Yang and Mossholder, 2004). Therefore our results point at two ways in which emotion regulation can benefit group effectiveness: first, by directly reducing relationship conflict, and second, by decreasing the chance that task conflict escalates into relationship conflict. To understand these effects (especially the moderating role),

Table VI.
Regression results for the two-way interaction between task conflict and emotion regulation on relationship conflict for long-term and short-term groups

Model/step		Long-term groups 1	Long-term groups 2	Short-term groups 1	Short-term groups 2
1	Task conflict	0.24^{*}	0.08	0.46^{**}	0.54^{***}
	Emotion regulation	-0.55^{***}	-0.55^{***}	-0.32^{*}	-0.39^{**}
3	Emotion regulation × Task conflict		-0.28^{*}		-0.22
F change		20.05^{***}	3.73^{*}	12.13^{***}	2.61
R^2		0.49	0.53	0.37	0.41
Adj R^2		0.47	0.50	0.34	0.37

Notes: $^{*}p < 0.05$; $^{**}p < 0.01$; $^{***}p < 0.001$

further research is needed to explore the mechanisms through which emotion regulation operates in groups

A possible mechanism could be linked to the antecedent versus response focus of emotion regulation. Groups can be effective in managing emotions by directly altering the experienced feelings of the group members (antecedent focused emotion regulation) or by changing their overt emotional response (response focused emotion regulation). Further research is required to decouple these mechanisms and explore the way they impact on group processes and emergent states. For example, it is not unreasonable to argue that response focused emotion regulation explains mainly the direct effect of emotion regulation on relationship conflict. On the other hand, antecedent focused emotion regulation has a more pervasive effect and is responsible for decoupling task and relationship conflict by shifting attention from (inter)personal (emotionally charged) issues to task relevant issues. This argument could also explain the moderating role of degree of group temporariness. Given that the negative impact of emotion regulation on relationship conflict is consistent across short-term and long term groups, it is likely that both types of groups are equally effective in deploying response focused strategies for emotion regulation, whereas the antecedent focused strategies for emotion regulation are more developed in long-term rather than short-term groups. An explanation for this time-dependent difference is that response focused strategies are mainly behavioural strategies, whereas antecedent focused strategies rely on the secondary appraisal of group emotions, which are dependent on repeated group interactions to emerge.

Several limitations of the current study need to be discussed as well. First, we have used student groups that vary in their degree of permanency. Although all students were first year students who were involved in similar educational programs, other group level differentiating factors might have been present as well. Further longitudinal studies should therefore investigate these interaction effects. Second, since we have used self-reported data, common method bias is a possible problem. However, we also note that this problem is less critical when testing interactions (Evans, 1985), as we did in this study. Finally, the subgroup analysis limits the power of our analysis. Nevertheless, since the degree of temporariness is a dichotomous variable, we did not have to perform an artificial split of this moderator variable. Moreover, the paired slopes comparison allowed for tests across the boundaries of groups and thus showed support for our second hypothesis.

Although more research is needed on the mechanisms through which emotion regulation impacts on the interplay between task and relationship conflict before specific recommendations can be made for practice, we put forward one important suggestion. In order to keep task conflict decoupled from relationship conflict, groups should develop effective emotion regulation processes. By paying attention to the moderation effects of this process, we open up possibilities for the control of relationship conflict in groups.

References

Aiken, L.S. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, Sage, Newbury Park, CA.

Ayoko, O.B., Callan, V.J. and Härtel, C.E. (2008), "The influence of team emotional intelligence climate on conflict and team members' reactions to conflict", *Small Group Research*, Vol. 39 No. 2, pp. 121-49.

Baron, R., Fortin, S.P., Frei, R.L., Hauver, L.A. and Shack, M.L. (1990), "Reducing organizational conflict: the role of socially-induced positive affect", *International Journal of Conflict Management*, Vol. 19 No. 1, pp. 132-52.

Bell, C. and Song, F. (2005), "Emotions in the conflict process: an application of the cognitive appraisal model of emotions to conflict management", *International Journal of Conflict Management*, Vol. 16 No. 1, pp. 30-54.

Carnevale, P.J. and Isen, A.M. (1986), "The influence of positive affect and visual access on the discovery of integrative solutions in bilateral negotiations", *Organizational Behavior and Human Decision Processes*, Vol. 37 No. 1, pp. 1-13.

Curşeu, P.L. (2006), "Emergent states in virtual teams: a complex adaptive systems perspective", *Journal of Information Technology*, Vol. 21 No. 4, pp. 249-61.

Curşeu, P.L. and Schruijer, S.G.L. (2010), "Does conflict shatter trust or does trust obliterate conflict? Revisiting the relationship between team diversity, conflict and trust", *Group Dynamics: Theory, Research and Practice*, Vol. 14 No. 1, pp. 66-79.

Dawson, J.F. and Richter, A.W. (2006), "Probing three way interactions in moderated multiple regression: development and application of a slope difference test", *Journal of Applied Psychology*, Vol. 91 No. 4, pp. 917-26.

De Dreu, C.K.W. and Beersma, B. (2005), "Conflict in organizations: beyond effectiveness and performance", *European Journal of Work and Organizational Psychology*, Vol. 14 No. 2, pp. 105-17.

De Dreu, C.K.W. and Weingart, L.R. (2003), "Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis", *Journal of Applied Psychology*, Vol. 88 No. 4, pp. 741-9.

Desivilya, H.S. and Yagil, D. (2005), "The role of emotions in conflict management: the case of work teams", *International Journal of Conflict Management*, Vol. 16 No. 1, pp. 55-69.

Druskat, V.U. and Kayes, D.C. (2000), "Learning versus performance in ad hoc project teams", *Small Group Research*, Vol. 31 No. 3, pp. 328-53.

Druskat, V.U. and Wolff, S.B. (2001), "Building the emotional intelligence of groups", *Harvard Business Review*, Vol. 79 No. 3, pp. 81-90.

Evans, M.G. (1985), "A Monte Carlo study of the effects of correlated method variance in moderated multiple regression analysis", *Organizational Behavior and Human Decision Processes*, Vol. 36 No. 3, pp. 305-23.

Forgas, J.P. (1998), "On feeling good and getting your way: mood effects on negotiator cognition and bargaining strategies", *Journal of Personality and Social Psychology*, Vol. 74 No. 3, pp. 565-77.

Giebels, E. and Janssen, O. (2005), "Conflict stress and reduced well being at work: the buffering effect of third party help", *European Journal of Work and Organizational Psychology*, Vol. 14 No. 2, pp. 137-55.

Greer, L.L., Jehn, K. and Mannix, E.A. (2008), "Conflict transformation: a longitudinal investigation of the relationships between different types of intragroup conflict and the moderating role of conflict resolution", *Small Group Research*, Vol. 39 No. 3, pp. 278-302.

Guerra, J.M., Martinez, I., Munduate, L. and Medina, F.J. (2005), "A contingency perspective on the study of the consequences of conflict types: the role of organizational culture", *European Journal of Work and Organizational Psychology*, Vol. 14 No. 2, pp. 157-76.

James, L.R., Demaree, R.R.G. and Wolf, G. (1984), "Estimating within-groups interrater reliability with and without response bias", *Journal of Applied Psychology*, Vol. 69 No. 1, pp. 85-98.

Jehn, K.A. (1997), "A qualitative analysis of conflict types and dimensions in organizational groups", *Administrative Science Quarterly*, Vol. 42 No. 3, pp. 530-57.

Jehn, K. and Bendersky, C. (2003), "Interpersonal conflict", in Kramer, R.M. and Staw, B. (Eds), *Research in Organizational Behavior*, Vol. 25, JAI Press, Greenwich, CT, pp. 187-242.

Jehn, K.A., Northcraft, G.B. and Neale, M.A. (1999), "Why differences make a difference: a field study of diversity, conflict, and performance in work groups", *Administrative Science Quarterly*, Vol. 44 No. 4, pp. 741-63.

Kopelman, S., Rosette, A.S. and Thompson, L. (2006), "The three faces of Eve: strategic displays of positive, negative, and neutral emotions in negotiations", *Organizational Behavior and Human Decision Processes*, Vol. 99 No. 1, pp. 81-101.

Nair, N. (2008), "Towards understanding the role of emotions in conflict: a review and future directions", *International Journal of Conflict Management*, Vol. 19 No. 4, pp. 359-81.

Parayitam, S., Olson, B.J. and Bao, Y. (2010), "Task conflict, relationship conflict and agreement seeking in Chinese top management teams", *International Journal of Conflict Management*, Vol. 21 No. 1, pp. 94-116.

Peterson, R.S. and Behfar, K.J. (2003), "The dynamic relationship between performance feedback, trust and conflict in groups: a longitudinal study", *Organizational Behavior and Human Decision Processes*, Vol. 92 Nos 1/2, pp. 102-12.

Pinkley, R.I. (1990), "Dimensions of conflict frame: disputant interpretations of conflict", *Journal of Applied Psychology*, Vol. 75 No. 2, pp. 775-822.

Shih, H. and Susanto, E. (2010), "Conflict management styles, emotional intelligence and job performance in public organizations", *International Journal of Conflict Management*, Vol. 21 No. 2, pp. 147-68.

Simons, T.L. and Peterson, S.R. (2000), "Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust", *Journal of Applied Psychology*, Vol. 85 No. 1, pp. 102-11.

Sinaceur, M. and Tiedens, L.Z. (2006), "Get mad and get more than even: when and why anger expression is effective in negotiations", *Journal of Experimental Social Psychology*, Vol. 42 No. 3, pp. 314-22.

Speakman, J. and Ryals, L. (2010), "A re-evaluation of conflict theory for the management of multiple, simultaneous conflict episodes", *International Journal of Conflict Management*, Vol. 21 No. 2, pp. 186-201.

Van Kleef, G.A. (2009), "How emotions regulate social life: the emotions as social information (EASI) model", *Current Directions in Psychological Science*, Vol. 18 No. 3, pp. 184-8.

Yang, J. and Mossholder, K.W. (2004), "Decoupling task conflict and relationship conflict: the role of intragroup emotional processing", *Journal of Organizational Behavior*, Vol. 25 No. 5, pp. 589-605.

Corresponding author
Petru L. Curşeu can be contacted at: P.L.Curseu@uvt.nl