



A COMPARATIVE STUDY OF FACTORS AFFECTING THE TEAM
PERFORMANCE BETWEEN ICBC AND CCB BANKS IN KUNMING,
PEOPLE'S REPUBLIC OF CHINA

By
LINNING LI

A Thesis submitted in partial fulfillment
of the requirement for the degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok, Thailand

January
2010

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Examination Committee:

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2. Dr. Aaron Loh (Member)
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5. Assoc. Prof. Wirat (MOE)

Examined on 28th Jan 2010

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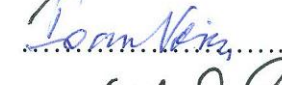

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ABSTRACT

Although the relationship between conflicts and team performance has been the subject of many researches by management practitioners and academics, task and relationship conflicts have mutative effect on team performance in different organizations. Information sharing acts as a conflict-reducing factor and value diversity acts as a conflict-inducting factor, which also be studied. The objective of this study is to investigate how team performance is affected by information sharing, value diversity, relationship conflict, and task conflict.

This research attempts to gain a clear idea of the relationship between conflicts and team performance, meanwhile aims at the two banks (ICBC and CCB) in Kunming to find out the difference in team performance. 400 respondents were conducted using questionnaires. Half of the respondents are ICBC employees and the other half are CCB employees. The research findings are based on the statistical analysis involving frequencies, mean, standard deviation, Pearson's product moment correlation coefficient and independent t-Test.

The findings showed that task conflicts and relationship conflicts negatively affected team performance, but the relationship between task conflicts and team performance was not significant at ICBC. Information sharing has a low level negative relationship with task and relationship conflicts at two banks, value diversity can reduce conflicts at a medium level at two banks. ICBC team performance is lower than CCB. Thus, in order to improve team performance, ICBC needs to modestly encourage value diversity and information sharing. CCB needs to slightly reduce value diversity or maintain it at a proper level as encouraging information sharing.

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16/Jan/2010

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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Introduction of the Study

Team performance has been the subject of much research by management practitioners and academics alike (e.g. Jehn, 1994, 1997, 1995; Amason, 1996; Jehn and Mannix 2001; and Pelled 1999, et al.) who focused among others, on the factors affecting it. One of these factors is conflict. And one of the issues raised is whether conflict can be beneficial to team performance. Another issue pertains to the relationship between team performance and conflict.

Conflict can be defined as any situation in which incompatible goals, attitudes, emotions, or behaviors lead to disagreement or opposition between two or more parties. It happens between individuals or groups (Robbins, 2009). The traditional view considers conflict to be destructive, harmful and something to be avoided. A lack of communication is often the major reason for a conflict to occur. In other words, enhancing communication will moderate the probability of conflict. One school of thoughts advocates that since conflicts are inevitable they have to be accepted (Robbins, 2009). Another suggests that since conflicts stimulate innovation and thus involve a constructive dimension, they should be maintained at a minimum necessary to enhance team performance (Robbins, 2009).

People can rarely complete a task without cooperating. In the process, they may well realize that diversified opinions are good for the progress of their organization. However, as a byproduct of diversified opinions, conflicts are also often inevitable (Jehn, 1994). Before figuring out how to solve a conflict, a manager has to answer the following questions: How to identify the conflict? What are the causes and effects of the conflict? Is it good or bad for the team performance? If the conflict is beneficial to the organization, what should be done to promote it? If not, how to moderate it?

Managers and researchers recognize that group conflicts indeed influence team performance. Conflicts have been classified in various ways: For example, as functional and dysfunctional conflicts; task, relationship or process conflicts; interpersonal, intergroup, or intragroup conflicts; and so on (Jehn, 1994,1997,1995). Amason (1996) and De Dreu, Weingart et al. (2003) concluded that relationship conflicts destructively affect team performance while task conflicts may positively or negatively influence team performance. This paper intends to examine how both relationship and task conflicts impact team performance.

Robbins (2009) conceptualized a conflict process model which indicates that personal variables and communication are potential conflict-enhancing factors. These personal variables include personality, emotions, and values. Personal values and group communication are independent variables which the researcher will explore. Values represent basic convictions and determine individual ideas and behaviors; what is right and what is wrong. Accordingly, the researcher developed a model in which value diversity and information sharing are independent variables.

Sharing information here means sharing task contents related to coordinating activities, task details, task progress, and reasoning for task decisions (Moye & Langfred, 2005). In this research, sharing information is the one of the independent variables considered to be a factor of conflict. As suggested by Moye (2005), sharing information will often have a negative relationship with conflict.

The other potential factor affecting team performance through its relationship with conflict and task conflict is value diversity. Diversified values bring about a colorful world. Diversity, however, while causing distinct opinions and engendering better decisions, also generates disputes that can germinate into conflicts (Jehn & Neale, 1999). High level value diversity will encourage intragroup conflicts. As mentioned above, task conflicts positively relate to team performance while relationship conflicts will adversely affect team performance.

This study considers the relationship between team performance and conflict in the banking sector in China. Since the effects of conflict on team performance vary from one organization to another as a result of nationality, culture, geography, gender, norm, and so on (Jehn, 1994, 1999), it focuses on two organizations in the same sector and the same area: the Industrial and Commercial Bank of China (ICBC) and China Construction Bank (CCB), the two biggest banks in Peoples' Republic of China located in Kunming City, Yunnan Province. Based on previous research, it develops a model that includes five variables which have been identified as affecting team performance (task conflict, relationship conflict, information sharing, value diversity).

1.1.1 Specificity of the Chinese Context

Chinese people are typical collectivists (Triandis et al., 1988) who believe harmony and conformity go together whatever the result. Chinese culture advocates “staying at peace” as an interpersonal relationship guide line (Yang, 1997). Chinese people believe harmony is the basis of group cooperation (Yamagishi, Jin & Miler, 1998) and pay attention to maintaining good interpersonal relationships. They rarely express disagreement (Hwang, 1997) and prefer to keep silent in order to avoid provoking interpersonal tensions or conflicts. Collectivistic cultures believe conflict is definitely destructive (Hwang, 1998, Chou, 2002). In addition, Chinese culture highly emphasizes emotional self-control, restraint over confidence (Redding, 1990; Leung, 2000; Westwood et al., 2001). Not losing face is crucial in Chinese interpersonal relationships (Ting-Toome, 1988, 1991). It forces people to restrain themselves so as not to hurt others. These creeds, parts of the culture environment, have been naturally moderating conflicts in organization.

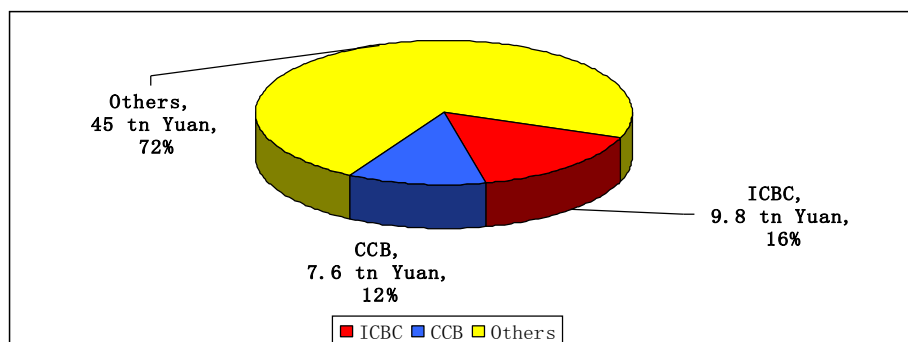
1.1.2 Overview of the Banks

ICBC is a stated-owned enterprise founded in 1984. By the end of 2008, its total assets were over RMB 9.7 trillion (US\$ 1.42 trillion), its total revenue over RMB 309.75 billion (US\$ 45.35 billion) and its net profit over RMB 111.15 billion

(US\$ 16.27 billion). ICBC employs 381,713 people in 16,386 domestic and overseas branches. It was listed on the stock exchange of Shang Hai, and Hong Kong in October 2006. Its profitability and total market capitalization (US\$173.918 billion) are higher than all other banks. It was named “The best bank in China” in 2008 by Finance Asia, Global Finance, The Banker, The Asia Banker, Asset Asia, and Euro money (<http://www.icbc.com.cn/>, 17/11/09).

CCB is also a state-owned enterprise. Founded in 1957, it had at the end of 2008 over RMB 7.5 trillion (US\$ 1.10 trillion) in total assets and its operating income was RMB 269.75 billion (US\$ 39.49 trillion) and its net profit RMB 92.6 billion (US\$ 13.56 billion). Employee around 298,581 people, having a net work 13,374 branches and sub-branches in republic China, maintained overseas branches in Hong Kong, Singapore, Frankfurt, Johannesburg, Tokyo and Seoul and representative offices in New York, London and Sydney. It was listed on the Stock Exchange of Hong Kong in October 2005, and on the Stock Exchange of Shang Hai in September 2007. By the end of 2008, CCB market capitalization of the Bank reached US\$128,266 million, ranking no.2 among the listed bank in the world. It was ranked 13th in the “Top 1000 World Banks” by The Banker, 171st in the “Fortune Global 500”, 20th in the “FT Global 500” from the Financial Times, 3rd among “The Top 300 banks in Asia” and named “One of the Most Profitable Banks in China” by Asia Weekly. (<http://www.ccb.com/>, 16/11/2009)

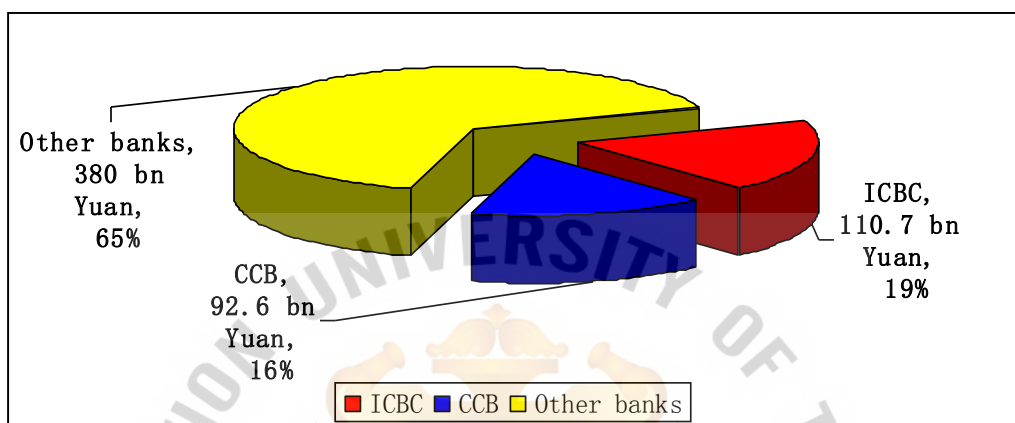
Figure 1.1: The total assets of entire China’s banking industry in 2008



Source: ICB and CCB 2008 annual reports <http://www.cbrc.gov.cn> (Access date 07/11/2009)

As shown in Figure 1.1 ICBC and CCB account for 28% of the entire industry in China.

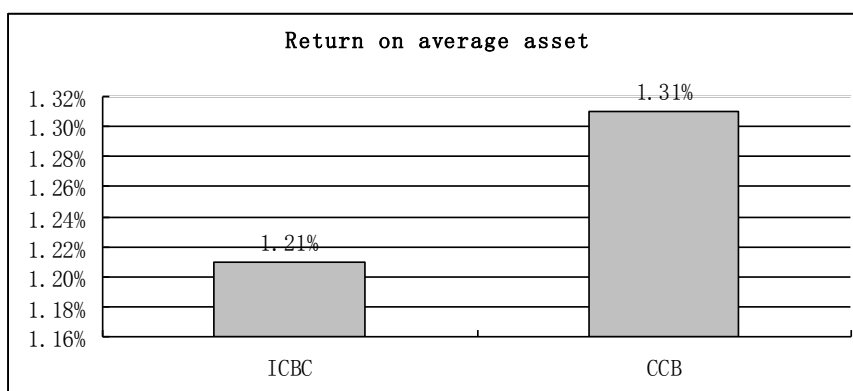
Figure 1.2: Net profit of China's entire Banking Industry in 2008



Source: ICB and CCB 2008 annual reports <http://www.cbrc.gov.cn> (Access date 07/11/2009)

In 2008, ICBC net profit [RMB 110.7 billion (US\$ 16.21 billion)] accounted for 19% of entire industry and CCB net profit [RMB 92.6 billion (US\$ 13.56 billion)] for 16%.

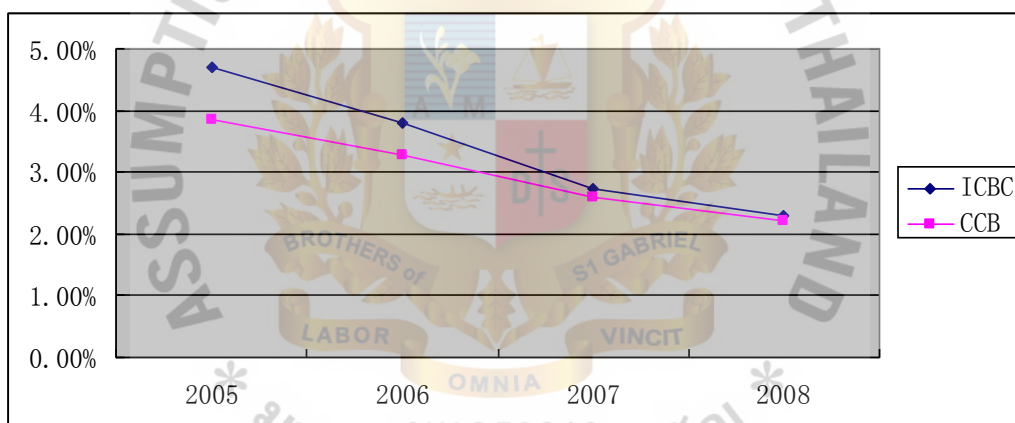
Figure 1.3: The Return on Average Assets (ROA) of ICBC and CCB in 2008



Source: ICB and CCB 2008 annual reports <http://www.cbrc.gov.cn> (Access date 07/11/2009)

Since ICBC have larger assets than CCB, it is reasonable that ICBC gained more net profit than CCB. In order to evaluate profitability, the return on average assets (ROA) is used. It compares the net profit with the average total assets and shows management's ability to utilize existing assets to produce net profit. It is a useful number for comparing competing companies in the same industry. ICBC and CCB ROA in 2008 are shown in Figure 1.3. CCB ROA is higher than that of ICBC by 0.10%. It means from every RMB 100 the controlled assets CCB can great more RMB 0.1 than ICBC. Therefore, CCB ROA is more profitable, even though ICBC was the No. 1 in total assets and net profit.

Figure 1.4: The non-performing loan ratio of ICBC and CCB since 2005 to 2008



Source: ICB and CCB 2008 annual reports

After being listed on the Stock Exchange, ICBC and CCB have kept improving their asset. The major asset quality indicator is the non-performing loan (NPL) ratio. Between 2005 and 2008, ICBC reduced its NPL ratio down from 4.69% to 2.29%; and CCB reduced the NPL ratio from 3.84% down to 2.21%. As Figure 1.4 that CCB always performs better than ICBC in asset quality control. The NPL ratio of China's banking industry is 2.45% (<http://www.022net.com>, 08/11/2009).

1.2 Study Objectives

The objective of this study is to examine how team performance is affected by information sharing, value diversity, relationship conflict, and task conflict. The researcher attempts to gain a clear idea of the relationship between conflicts and team performance. Moreover, this study aims at the two banks to find out the difference in team performance. Thus, the specific research objectives can be described as follow:

- 1) To evaluate the relationship between information sharing and relationship conflict at ICBC.
- 2) To examine the relationship between information sharing and task conflict at ICBC
- 3) To estimate the relationship between value diversity and relationship conflict at ICBC.
- 4) To measure the relationship between value diversity and task conflict at ICBC.
- 5) To observe the relationship between relationship conflict and team performance at ICBC.
- 6) To clarify the relationship between task conflict and team performance at ICBC.
- 7) To evaluate the relationship between sharing information and relationship conflict at CCB.
- 8) To examine the relationship between sharing information and task conflict at CCB
- 9) To estimate the relationship between value diversity and relationship conflict at CCB.
- 10) To measure the relationship between value diversity and task conflict at CCB.
- 11) To observe the relationship between relationship conflict and team performance at CCB.
- 12) To clarify the relationship between task conflict and team performance at CCB
- 13) To find out the difference in team performance between ICBC and CCB.

1.3 Statement of Problems

The achievement of any organization comes from each of the team's performance. As an element of an organization, how the team performs is a key to its fate. Organizations go to great length to ensure all the teams run into the right direction, concurrently perform and are effective and efficient as well. Value diversity always acts as the idea provider, for example brain storming. People generally like it very much, because it offers more solutions than problems. Besides value diversity lowers wrong decision happening. However, some previous studies have found that, in some cases, value diversity can bring conflicts which are harmful to team performance (Liang&Liu, 2007; Amason and Schweiger, 1994). To moderate the harm from value diversity, information sharing is known as the best neutralizer (Moye & Langfred, 2005). Therefore, theoretically value diversity and information sharing are golden partners for team performance; while value diversity offer ideas, information sharing can hedge the harm coming from value diversity. But, practically it does not always work that way as. The causal relationships among these factors (value diversity, information sharing, task conflict, relationship conflict, team performance) are influenced by environment, such as civil culture, organization culture, regulation, and so on. Causal relationships always show themselves differently in distinct organizations. Consequently, how to identify the relationships among variables, how to improve team performance is critical to an organization.

Improving team performance is critical to banks. Any mistake or wrong decision in bank will cause heavy losses. For example, making the wrong investment, the wrong decision in lending money to a bad credit client in order to gain a high interest, could create vast losses. Overall, ICBC and CCB have done a great job in term of profitability and loss prevention. They are No. 1 and 2 in profitability ranking, meanwhile have improved the non-performing loan ratio, reducing it every year. Hence, ICBC and CCB are very good cases to study.

Research questions:

- 1) What is the relationship between sharing information and relationship conflict at ICBC?
- 2) What is the relationship between sharing information and task conflict at ICBC?
- 3) What is the relationship between value diversity and relationship conflict at ICBC?
- 4) What is the relationship between value diversity and task conflict at ICBC?
- 5) What is the relationship between relationship conflict and team performance at ICBC?
- 6) What is the relationship between task conflict and team performance at ICBC?
- 7) What is the relationship between sharing information and relationship conflict at ICBC?
- 8) What is the relationship between sharing information and task conflict at CCB?
- 9) What is the relationship between value diversity and relationship conflict at CCB?
- 10) What is the relationship between value diversity and task conflict at CCB?
- 11) What is the relationship between relationship conflict and team performance at CCB?
- 12) What is the relationship between task conflict and team performance at CCB?
- 13) Is there a difference in team performance between ICBC and CCB?

1.4 Scope of Research

This research is committed to investigate the effects of the four factors identified (value diversity, information sharing, relationship conflict and task conflict) on team performance at ICBC and CCB. As a comparative study, it intends to find out the difference in the dependent variable (team performance) between ICBC and CCB.

Relationship conflicts and task conflicts are the core of the study. This study is based on various previous studies, whose theoretical frameworks have been modified to accommodate this study and construct conceptual framework. The overall purpose is to demonstrate how information sharing and value diversity enhance team performance.

1.5 Limitation of the Research

This research has some limitations. Firstly, it developed based on the prevalent research findings. There are some variables that have relationship with team performance such as trust, communication approach which study left out. Secondly, management performance is influenced by an organization characteristic; therefore the results of this research can not represent all industries in China, even entire banking industry in China, but it is worth as a reference. Thirdly, this research does not classify the research objects by managerial levels and function. Fourthly, the sample size is 400, so it can only be generalized for these 400 respondents. Fifthly, the study is conducted based on the 2008 annual report. Therefore, the results can not be applied to other periods.

1.6 Significance of the Study

A clear cognition of the factors affecting team performance clarifies the ambiguous effects of task conflicts and relationship conflicts. It also supplies theoretical directions to management in the banking industry. In China which is facing violent and increasing competition, to improve team performance, ensure the right decision are made and prevent fault are the shortcut to win conclusively. Understanding the causality among value diversity, information sharing and team performance will benefit to reduce banking operating risks, as people either enjoy the great wisdom from value diversity or fear the detriment from value diversity.

1.7 Definition of Terms

Information sharing: Making statements to other group members about the task, specifically referring to disclosing factual, task relevant information to other group members (Henry, 1995 and Stasser, 1992), Keeping other group members informed about task progress (Andres & Zmud, 2002). Offering opinions, suggestions and information relevant to the task (Bales, 1951)

Intragroup conflict: The intragroup conflict consists of two conflicts: task conflicts, relationship conflicts (Jehn, 1994, 1995) But it has also been defined as follows: The intragroup conflict consists of three conflicts: task conflicts, relationship conflicts, process conflicts (Jehn & Mannix, 2001).

Process conflict: an awareness of controversies about aspects of how task accomplishment will proceed. Process conflict pertains to issues of duty and resource delegation, such as who should do what and how much responsibility different people should get (Jehn & Mannix, 2001).

Relationship conflict: A perception of interpersonal incompatibility and typically includes interpersonal tension, annoyance, or animosity (Jehn, 1995, Simons & Peterson, 2000).

Task conflict: pertains to conflict of ideas in the group and disagreement about the content and issues of the task (Jehn, 1994).

Team performance: Team performance is an outcome of team work, it has many dimensions. Some researchers concentrate on production performance and process performance (Liu, 2007)

Team performance is perceived as productive, efficiency, effectiveness and timeliness. Efficiency is the ratio of output to input; effectiveness is the quality of work produced and timeliness is to finish work just in time (Hendson, 1988).

Team: A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable (Katzenbach and Smith, 1993).

Value diversity: Team members perceive different values with respect to certain actions or to the project goal (Liang& Liu, 2007).

Value: Value represents basic convictions that a specific mode of conduct or end-state of existence is personally or socially referable to an opposite or converse mode of conduct or end-state of existence. It determines individual idea, what is right what is wrong, how is good, what is satisfied finally determine individual behave (Robbins, 2009).



CHAPTER 2

LITERATURE REVIEW

This chapter considers various theories and models in order to develop a conceptual framework. After reviewing various theories in part one, related studies are examined in part two and relationships among the variables articulated. Part three looks at previous research.

2.1 Theory

This section is subdivided into four subsections; each one dealing with one of the four variables: (2.1.1) Conflict in Organization theories; (2.1.2) Information Sharing theory; (2.1.3) Value Diversity theory and (2.1.4) Team performance theory.

2.1.1 Conflict in Organization Theories

2.1.1.1 Concepts of Conflict in Organization

Conflicts always exist. The only issue is one of perception. If no one recognizes a conflict, then everyone agrees no conflict exists.

- **The Traditional View of Conflict**

The traditional view of conflict in that all conflicts are harmful. Conflicts are viewed as absolutely negative, and they were associated with such terms as violence destruction, and irrationality to reinforce the negative connotations. Conflicts, by definition, are to be avoided (Jehn, 1992) and perceived as a dysfunctional outcome resulting from poor communication (Robbins, 1998) a short of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees (Argyris, 1962; Kelley, 1979; Staw, Sandelands, and Dutton, 1981; Roseman, Wiest, and Swartz, 1994). Therefore all conflicts should be prevented, and people were told that keeping from conflict is the only correct way, in order to enhance team or

organization performance.

- **The Human Relations View**

The human relations view argues that conflict is an outcome that exists because of human nature and happens in every group and organization (Robbins, 2009). Conflicts are thus inevitable. And since conflicts can not be eliminated, they should be accepted.

- **The Interactionist View**

The interactionist view encourages conflicts on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and nonresponsive to needs for change and innovation. The major progress of the interactionist view is encouraging group leaders to keep an ongoing optimal level of conflict-enough to maintain the group viable, self-critical, and creative. The interactionist view does not advocate that all conflicts are good. Rather, some conflicts contribute to the goals of the group and improve the performance; these are functional, constructive forms of conflicts (Jehn & Mannix, 2001, Pelled, 1996). Conflicts can also harm group performance; these are dysfunctional or destructive forms of conflict (Bailey, 1997). In order to understand the difference between dysfunctional and functional, intra-group conflicts have been divided into three groups: task conflicts, relationship conflicts and process conflicts (Jehn & Mannix, 2001). Task conflicts relate to the content and goals of the work. Relationship conflicts focus on interpersonal relationships. Process conflicts relate to how the work gets done (Jehn, 1999). A number of academics found that relationship conflicts are almost always dysfunctional and hinder the completion of organizational tasks (Amason, 1996; Amason&Mooney, 1999; DeChurch&Marks, 2000; De Vries, 1998; Jehn, 1999; Jehn & Mannix, 2000; Pelled, 1996). Still, low levels of process conflict and low to moderate levels of task conflict are functional. Low to moderate levels of task conflict consistently demonstrate a positive effect on

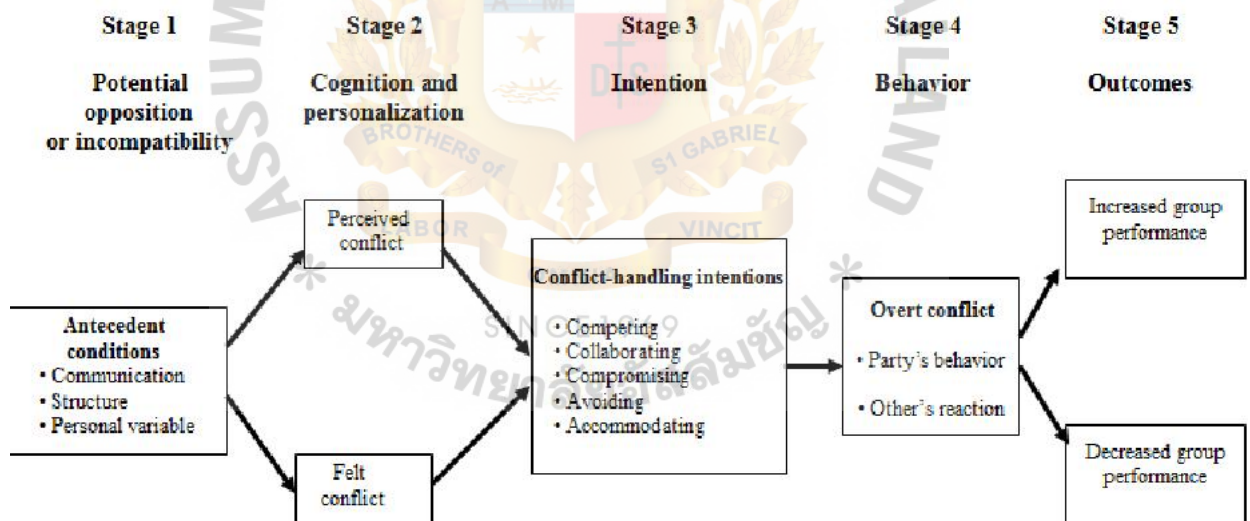
group performance because they stimulate discussions of ideas that help groups perform better.

It is possible for task-related conflicts to turn into relationship conflicts. For example, group members may dislike each others and argue for different proposals. Thus, the task conflict transforms into a relationship conflict (Ting-Toome, 1988, 1991).

2.1.1.2 The Conflict Process

In order to understand the causality of conflict, the conflict process must be clear. Conflict is a process (Pondy, 1976, Putnam & Wilson, 1982; Robbins 2009) and can be considered stage by stage. According to Robbins (2009), there are five stages, as follows:

Figure 2.1 Conflict process model



Source: Robbins, Judge (2009). Organizational Behavior (13th). New Jersey: Pearson Prentice-Hall. p521

● Stage 1: Potential Opposition or Incompatibility

The first step in the conflict process is the presence of conditions that create opportunities for a conflict to arise. These conditions include communication,

structure and personal variable. Conditions are not necessary to trigger a conflict directly, but one of these conditions is necessary if conflict is to surface. Robbins (1998) suggested that poor communication stimulates conflict happening. It could be caused by incomplete information, an incorrect approach, wrong perception, or noise around the communication process. The potential for conflict increases when either too little or too much communication takes place. Moreover, the channel chosen for communicating can be an influence on stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise. Personal variables include personality, emotions, and values. All of them can cause conflict. In this research, two of the variables: information sharing and value diversity, come from the conditions at this stage of the communication and personal variable.

Information sharing and value diversity are at the first level of the conceptual framework (Figure 3.4, p34). They are linked to the stage 1 of the conflict process models as shown in Figure 2.1 above. In that model stage 1 is what triggers conflict, so does the first level in Figure 3.4.

● **Stage2: Cognition and Personalization**

This stage relates to the personalization of the conflict. In this phase, the potential for conflict becomes actualized. A ‘felt conflict’ arises when individuals become emotionally charged due to the conflict, creating hostility with the opposing party (Robbins, 2009). It is in this phase that the conflict is defined and each party envisions what they believe to be the solution.

In this study, task conflict and relationship conflict are included this stage. These two conflicts are perceived and felt by team member (Amason, 1996). Therefore, the stage 2 can be characterized as the medium level of the conceptual framework in this research (Figure 3.4, p34).

- **Stage 3: Intentions**

This part indicates the intentions behind the conflict. It links to the conscious decision made on how to act in a given way in a conflict situation. In this phase, the individual infers the other's intent in order to know how to respond to that other's behavior.

- **Stage 4: Behavior**

The conflicting individual (or group) test or evaluate others by communication. This kind of behavior aims to perceive what the real conditions are.

- **Stage 5: Outcomes from Conflict**

The final stage relates to functional and dysfunctional outcomes to the conflict. As measured earlier, functional outcomes improve the performance of the organization and justify the place of controlled conflict. Dysfunctional outcomes are the negative effects of a conflict on both the organization and the individuals involved.

The stage 5 is one of the goals of this research which study aims to find out how to improve team performance (the dependent variable) through conflict. Therefore, to team performance is on the third level.

2.1.1.3 Task Conflict

Jehn (1994) defined that “task conflict pertains to conflict of ideas in the group and disagreement about the content and issues of the task.” It relates to conflict about ideas and differences of opinion about a task. Task conflicts may coincide with passionate discussions and personal excitement but, by definition, a lack of intense interpersonal negative emotion is more commonly associated with relationship conflicts.

Task conflicts differ from relationship conflicts (Pinkley, 1990; Jehn, 1992). Task conflict has distinct effects upon a group and the organizational outcomes (Guetzkow

and Gyr, 1954; Kabanoff, 1991; Priem and Price, 1991; Jehn, 1994, 1995). Task conflicts can improve decision making outcomes and group productivity. Due to conflict on task issue can help to defend the correct opinion by debating (Cosier and Rose, 1977; Schweiger, Sandberg, and Rechner, 1989; Amason, 1996). A Modest level of task conflict is constructive, since it stimulates discussion of ideas that enhance team performance (Jehn, 1995). Groups which avoid task conflicts may miss chances to improve their performance, but very high levels of task conflict may interfere with task achievement. Task conflicts help people recognize and better comprehend the issues involved (Putnam, 1994).

2.1.1.4 Relationship Conflicts

Relationship conflicts can be defined as “an awareness of interpersonal incompatibilities, includes affective components such as feeling tension and friction” (Amason & Sapienza, 1997). Relationship conflicts involve personal issues such as dislike among group members and feelings such as annoyance, frustration, and irritation (Amason, 1996; Pinkley, 1990). This definition is consistent with past categorizations of conflict that distinguish between affective and cognitive conflicts. Surra and Longstreth (1990) investigated individuals' affective reactions and their individual performance. Their research shows that relationship conflict could significantly affect on group processes and outcomes. Team members who perceive interpersonal intension possibly would not enjoy working in a team. Avoiding interpersonal trouble yields frustration, uneasiness, strain and anxiety (Walton and Dutton, 1969). Negative reactions related to relationship conflict arouse uncomfortable feelings and depression among members, which hiders the passion for working with their team (Peterson, 1983; Ross, 1989).

2.1.2 Information Sharing Theory

2.1.2.1 Concept of Communication

Robbins (2009) stated that communication is defined as the sharing information between two or more individuals or groups to reach a common understanding. Communication is very important to a successful organization. It is an approach that to spread task content, motivating employees, expressing personal feeling, understanding each other in order to enhance coordination. Accordingly, organizations can never run smoothly without communication. Communication has some basic functions: providing knowledge, motivating organizational members, controlling and coordinating individual efforts, and expressing feelings and emotions. Providing knowledge refers to goals, how to perform a job, standards for acceptable behavior, needed changes, intelligence and so on. Motivating organizational members is about raising expectancies and instrumentalities, assigning specific and difficult goals, and giving feedback. Controlling and coordinating individual efforts can be achieved, for example, by reducing social loafing, communicating roles, rules, and norms, and avoiding duplication of effort. Though information sharing can be perceived as communication, the difference is that information sharing is one function of communication.

2.1.2.2 Information Sharing

. In this research, the two concepts are not interchangeable. Moyer & Langfred (2005) broadly defined as sharing task information with team member. Task information can be in any form, such as teamwork activities, opinion for solving problem; suggestion for decision making, progress of task, helpful experience, etc (Jehn and Shah's, 1997; Henry, 1995; Stasser, 1992; Andres and Zmud, 2002; Bales, 1951).

Information sharing has been shown to have a direct positive relationship with team performance (Bunderson & Sutcliffe, 2002; Jehn & Shah, 1997; Saavedra, Earley, & Van Dyne, 1993). Since the more information shared or perceived, the

better a decision can be made. Thus, information sharing enhances team performance (Hackman, 1990, Tjosvold, 1985). Information sharing was also found to prompt collaboration (Andres & Zmud, 2002).

2.1.3 Value Diversity

Values represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially referable to an opposite or converse mode of conduct or end-state of existence (Robbins, 2009). Liang & Liu (2007) determined that value diversity occurred when team members perceive different values with respect to certain actions or to the project goal. It may subsequently lead to a task conflict. Because of distinct perception or understanding when people are cooperating, different ideas run upon which may lead to task conflicts. For example, in an investment department, adventurers may argue invest in, while conservative will oppose it. However, it's good to hear different opinions and no one can easily cover the universal set. Therefore, while diversified perceptions or values can lead to task conflict, they can also help people think completely. Accordingly, researcher believes that value diversity has an indirectly positive effect on team performance. However value diversity also causes relationship conflict (Liu & Lin, 2007).

2.1.4 Team Performance

Team performance is an outcome of team work. It has many dimensions. Some researchers concentrated on production performance and process performance (Liang and Liu, 2007; Gladstein, 1984). Henderson (1988) stated that team performance is perceived by productive efficiency, effectiveness and timeliness. Efficiency is a concept of a gap between input and output and effectiveness is the quality of outcome. Whereas, not all researchers agree on this, some emphasize that if performance only measured by productivity is insufficiency. It is known that measuring performance, which is very complicated (Mohrman, 1995), relate to multiple tasks (Goodman, 1987). Accordingly, the common method to study team performance, usually concentrate on input, group process, and output. This method utilizes job satisfaction,

production efficiency, member's ability progress as benchmark to analyze team performance (Hackman, 1987). Meanwhile, there are some other dimensions to be use as standard as well, like cost/ Schedule control (Abdel-hamid, 1992; Deephouse, 1995) and project process(Jiang, 2003).

2.2 Literature Review

2.2.1 Relationship between Relationship Conflicts and Team Performance

Argyris (1962) concluded that normally if team members meet interpersonal problem somehow, the individual performance turn to ineffective, and more error happening. About the interpersonal trouble, for instance, express angry to some one, brawl with coworker, felt personality opposition, and so on. Kelley (1979) interpreted that an angry person who is out of mind, does not care the task issue. Other studies (Staw, Sandelands, and Dutton, 1981; Roseman, Wiest, and Swartz, 1994) have suggested that the threat and anxiety related to relationship conflict also tend to restraints people's perceive ability in processing complex information and thus inhibit individual performance. The study of Evan's (1965) found that interpersonal attacks terribly affect group performance and productivity in R&D team. If the relationship conflict turns up, the team members tend to pay attention to figure out personal issue rather than anything else. Baron (1991) found that the interpersonal conflict is harmful for every thing within group, even though effective communication and cooperation. Pelled (1995) discussed three ways in which relationship conflict affects group performance. First, the limited cognitive processing resulting from relationship conflict reduces the ability of group members to assess new information provided by other members. Second, because of interpersonal conflict members appear not respect to ideas from disliked member. Third, the time and energy should be concentrated on discussion on task issue not conflict. Jehn (1995) concluded that unpleasantness and personal critic terribly hinders satisfaction of team members and intention of stay at team.

Jehn and Mannix (2001) recognized that high-performing groups always go with low levels of relationship conflict and that low-performing groups experience, especially in the ending phase of team projects, high relationship conflicts, which according to Cohen and Bailey (1997) have a negative effect on performance.

2.2.2 Relationship between Task Conflict and Team Performance

Past studies show difference in the relationship between task conflict and team performance. There are three results: positively related, negatively related and no relation. (Jehn, 1992; Amason, 1996; Shah & Jehn, 1993; Pelled et al. 1999)

- **Positively related**

Jehn's finding (1995) have led many to argue that a task conflict (but not a relationship conflict) can have positive effects on team performance (Amason & Schweiger, 1997; Simons & Peterson, 2000; Van de Vliert & De Dreu, 1994). Recently, Simons and Peterson (2000) noted that groups experiencing task conflicts tend to make better decisions because such conflicts encourage greater cognitive understanding of the issue being considered. The notion that a task conflict may be productive and that relationship conflict is dysfunctional is strongly reflected in management teaching. McShane & Von Glinow (2000); Robbins (2009) and Rollinson (2002) concluded that a task conflict is largely functional, whereas a relationship conflict is dysfunctional. Also Jehn (1994, 1995), Nijdam (1998) suggested that the issue is more complicated than suggested above and reported strong positive correlations between task conflict and team performance.

- **Non-positively related**

Not all researches drew the same conclusion. Shah & Jehn (1993) concluded that task conflict was harmful to performance. Cox (2003) stated that relational conflict in a team occurs together with task conflict, there is a higher negative impact on team performance. Jehn, Northcraft, & Neale, (1999), Lovelace, Shapiro, & Weingart (2001) and Moye & Langfred (2005) have found a negative correlation too.

Accordingly, the effects of task conflict on group performance have not been straightforward. Jehn (1992) found that the relationship between task conflict and group performance is moderated the task type; a task conflict is beneficial to groups performing non-routine tasks and harmful to those performing routine tasks. Jehn (1995) found that in non-routine tasks disagreements about the task do not have a negative effect on team performance. Consistent with this finding, both laboratory groups and top management teams that engaged in complex tasks were shown to make better decisions with more task conflict. Amason (1996), Shah & Jehn (1993), Pelled et al. (1999) showed that functional diversity increases task related conflict, which leads to high performance on cognitive tasks. Jehn and Mannix (2001) argued that in high-performing group's task, conflict starts at a moderate level and rises during the team project. This is the same in low-performing groups.

De Dreu & Weingart (2003) summed up the past related study by A Meta-Analysis. The table lists all the prime scholars' research results. The corrected correlation among four variables (task conflict, relationship conflict, performance and satisfaction), are listed in Table 2.1.

Table 2.1: De Dreu & Weingart's Meta-Analysis Table

Author	Corrected correlations (ρ)					Moderator
	TC \times RC	RC \times Perf	RC \times Satis	TC \times Perf	TC \times Satis	Task type
Amason (1996)	.38	-.43	.67	-.11	-.04	Decision making
Amason & Mooney (1999)	.42	-.42		-.27		Decision making
Barsade, Ward, Turner, & Sonnenfeld (2000)	.84	.07		.01		Decision making
Bradford (1999)	.42		-.34		-.22	Decision making
DeChurch & Marks (2000)	.61	-.12	-.63	-.20	-.51	Project
De Dreu & Van Vianen (2001)		.07	-.36			Project
De Dreu & West (2001)				-.25		Production
De Vries (1998)	.68	-.12		-.15		Mixed
Duffy, Shaw, & Stark (2000)			.64			Project
Gardner (1998)	.50	-.71		-.59		Project
Jackson & Peterson (2001)	.74	.04	-.73	-.13	-.58	Project
Janssen, Van de Vliert, & Veenstra (1999)	.46	-.61	-.83	-.34	-.41	Decision making
Jehn (1994)	.26	-.45	-.70	.44	-.14	Project
Jehn (1995); Jehn, Northcraft, & Neale (1999)	.55	-.31	-.57	-.31	-.47	Mixed
Jehn, Chatwick, & Thatcher (1997)	.48	-.17	-.58	-.12	-.21	Project
Jehn & Mannix (2001)	.55	-.11	-.25	-.17	-.25	Project
Kurtzberg (Study 1; 2000)	.77	.01		-.11		Project
Kurtzberg (Study 2; 2000)	.18	.01		.03		Planning
Lovelace, Shapiro, & Weingart (2001)				-.49		Project
Nauta & Molleman (2001)	.78	-.04		-.21		Project
Nijdam (1998)	.71	.32	-.50	.26	-.68	Production
Okhuysen & Jehn (2000)	.19	-.38		-.13		Project
Patrick (1997)	.70	-.06	-.69	-.18	-.67	Production
Pelled (1996)		-.35				Project
Pelled, Eisenhardt, & Xin (1999)	.48	-.10		.07		Project
Porter & Lilly (1996)				-.43		Project
Sessa (1993)	.23	-.12		-.35		Project
Tjosvold, Law, & Sun (1999)	.62	-.07	-.42	.12	-.27	Production
Vermeul (1996)	.63	-.49	-.28	-.29	-.72	Mixed
Winters (1997)	.46	-.46		-.55		Mixed
Overall statistics						
Mean corrected correlation	.54	-.25	-.56	-.20	-.32	
Lower and upper boundary of the 95% CI	.52, .56	-.28, -.22	-.58, -.54	-.23, -.16	-.37, -.30	
Number of effect sizes (k)	24	25	15	26	12	
Homogeneity index (Q_w) ^a	241.01	271.69	189.70	281.39	74.51	

Note. TC = task conflict; RC = relationship conflict; Perf = task performance; Satis = team member satisfaction;

^a All homogeneity indices are significant at $p < .01$, indicating substantial variance in effect sizes.

Source: De Dreu, C. K. W., 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 741–749

As Table 2.1 shows the mean corrected correlation of relationship conflict versus team performance is $-.25$; the mean corrected correlation of task conflict versus team performance is $-.20$. 6 studies showed a positive correlation from both relationship conflict versus team performance and task conflict versus team performance.

2.2.3 Relationship between Information Sharing and Relationship Conflicts

Moye & Langfred (2005) found that the more information sharing the less relationship conflicts. On the other hand, the team with less information sharing generally has more relationship conflict. In other words relationship conflicts refer to the attitude to other people's behavior, thought, mind, and objective (Jehn, 1995). More information sharing is likely to restraint relationship conflict by increasing understanding and cooperation among group members.

Amason (1996) noticed that misattribution and misperception engender relationship conflicts. Subjective prejudice results in misperception about other member's motive or action and low information sharing within a team means more uncertainty, misreading, misunderstanding, and misattribution (Bunderson & Sutcliffe, 2002; Saavedra, Earley, & Van Dyne 1993). In other words, the less information sharing, the less opportunities for the team to correct misunderstanding, misattribution and all the mistakes that caused by misperception. Misunderstanding can refer to both relationship and task issues. Relationship-related misunderstanding and misattribution can cause relationship conflicts. Likewise, task related misunderstanding can cause frustration and in turn task conflicts (Simons & Peterson, 2000). Namely, increased information sharing helps to decrease the incidence of misunderstanding, misattribution, and relationship conflicts. Similarly, there are some supporting findings showing that diversity perception can increase relationship conflict (Jehn, Northcraft, & Neale, 1999; Pelled, Eisenhardt, & Xin, 1999). Information sharing significantly decreases perception diversity. Therefore, information sharing has a negative relationship with relationship conflicts.

2.2.4 Relationship between Information Sharing and Task Conflicts

Information sharing can increase task conflicts, Moye & Langfred (2005) argued that this conflict-inducing effect can happen when a team is formed. At the time a team is built, many diversified opinions, statements, working standards, requirement surface as team members are not familiar with each others.. However, this effect can be reduced over time as team members to catch and share different view points, promoting better understanding of each others (Moreland & Myaskovsky, 2000). Andres & Zmud (2002) found that cooperation moderates the consequences of disagreement and friction over task.

Information sharing also has a conflict-reducing effect. Hackman, (1990), Schwenk & Valacich, (1994), Stasser & Titus, (1987) revealed that information sharing can improve effective decision making, reduce mistakes, and prevent errors. They argued that effective decisions play a critical role in the likelihood of a conflict. In the initial phase of team building, effective decision can lower conflicts in subsequent phase. Thus, information sharing contributes to reducing and preventing task conflicts. The more communication the greater acceptance of team decisions and the less conflict and disagreement occur (Lind & Tyler, 1988; Simons & Peterson, 2000). If team members perceive their views are important to the team, it is like a signal that encourages team members to share more thought and suggestions. Information sharing can reduce the task conflicts. This conflict reducing effect is significant to established team, although weakly to new formed team.

Because of the reducing and increasing effects, the researcher expects information sharing to have an overall reducing effect on task conflicts.

2.2.5 Relationship between Value Diversity and both Task Conflict and Relationship Conflict

Value plays an important role in human beings' behaviors (Liang and Liu, 2007). Value diversity in team work means that group members perceive different information about a particular point with different opinions and form different judgments. This can easily lead to conflict in a group. In other words, a team with more identical values would experience less conflicts (Jehn, 1994 and Pelled, 1996). Surely, a group the one who has similar values, similar manners, or similar tastes is likely to be a closer team.

Value Diversity may subsequently lead to task conflicts. Because of distinct perceptions or understandings, when people work together, different ideas may emerge, leading to task conflict (Moreland & Myaskovsky, 2000). According to Amason and Schweiger (1994) strongly opposed claims may lead negative emotion and break the atmosphere in a group.

Therefore, value diversity positively related to relationship conflicts. In short the more value diversity in a group, the higher the possibility of relationship conflict occurs. Like some one is strict for everything every detail and someone who is not. When these incompatible people work together, conflict is inevitable, and team performance below expected. Value diversity can lead to task conflicts.

2.3 Previous Research

Liang and Liu (2007) investigated the effect of team diversity on software project performance. This research examines the effect of team diversity work on project performance by interpersonal conflict in software teams. Previous researches have studied the relationship between diversity and intragroup conflict (Jehn, 1994,1997) in which diversity refers to social and demographic. Liang's diversity model consisted of knowledge, social category and value diversity. They supposed that increased knowledge diversity would enhance task-related conflict, further

promoted team performance; and knowledge diversity would negatively be related to relationship conflict. Social category diversity negatively linked to both task and relationship conflict. Value diversity positively impacted on interpersonal conflict. The consequence of this research is that knowledge diversity is constructive and value diversity disruptive.

Liu & Fu (2008) examined how different conflict-solving measures moderate the relationship between conflicts and top management team as well as firm performance by adopting the Thomas terminology. The target population was CEO, top management team (TMT), lower-level employees in the telecommunication industry in China. 1,667 participants from 200 firms were surveyed, including 135 CEOs, 483 TMT members and 1,049 employees. The results indicated relationship conflict moderate team cohesiveness and both relationship and task conflicts are negatively related to organization performance. Regarding to relationship conflict, using compromising approach could help reduce its negative effects on TMT cohesiveness and organization performance; but avoiding either type of conflict will undermine both team and organization outcomes.

Chou & Yeh (2005) validated their model in the enterprise resources planning (ERP) team which is one kind of cross-functional teams. The model describes that task conflict and relationship conflict are destructive to team performance. Group cohesiveness would reduce the two kinds of conflicts; group cohesiveness would enhance team performance. They collected data from 103 companies of Top 500 the largest corporations in Taiwan (2001 list). The results showed that greater extents of group cohesiveness are positively associated with better ERP cross-functional team performance. The significant negative effects of group cohesiveness on the conflict suggest that cohesive groups tend to have less conflict. Task conflict is as stressful and harmful as relationship conflict in the collectivist Taiwan society, who unlike accepts that task conflict is constructive.

Chen (2007) mentioned that in China's organizations when organization conflict at a low level, organization performance is low even negative; when at a medium level, organization arise a self-criticize atmosphere and become dynamic, when at a high level, organization engender chaotically uncooperatively malignant conflicts and decrease performance. Organization should build a positive-conflict organization by using points as follow: To take diversity seriously. Manager should treat difference as the innovation resource and publicly face the existed difference. To seek common benefit while the unity of propose. When conflicts happen among employees, manager should encourage them to find out common benefit and require them work for the consideration of group's benefits.



CHAPTER 3

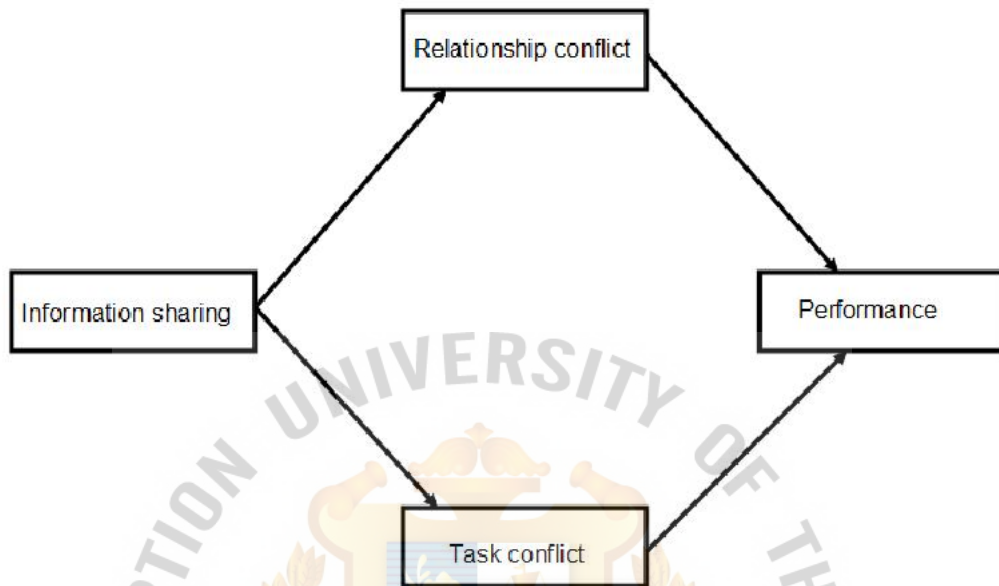
THEORETICAL AND CONCEPTUAL FRAMEWORK

This chapter provides an overview of the framework of this research. This chapter consists of four sections. Section one, theoretical framework introduces the framework of previous study. Section two, conceptual framework demonstrates the framework of this study, explains the independent variables and dependent variable. Section three, hypothesis statement represents 13 hypotheses. Section four is operationalization of the variables, in which depicts the definition, operational component and the level of measurement of every variable.

3.1 Theoretical Framework

A theoretical framework is important for this study. A theoretical framework is a collection of interrelated frameworks related to conflict. In addition, it conducts the research meanwhile determine what the researchers will measure. Many empirical previous studies support the modified conceptual framework. The empirical previous research can be illustrated as follow:

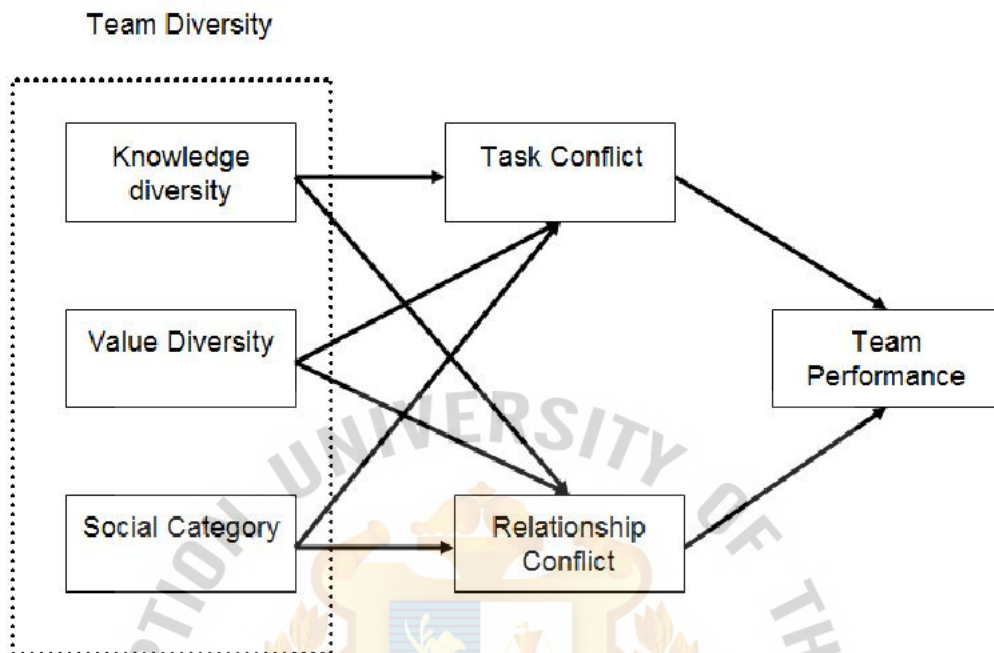
Figure3.1: Model of Information Sharing Effect on Task Conflict and Relationship Conflict on Team Performance.



Source: Moye, N.A. and Langfred, C.W. (2005). Information Sharing and Group Conflict: Going Beyond Decision Making to Understand the Effects of Information Sharing on Group Performance. *The International Journal of Conflict Management*, Vol. 15, No. 4, p. 381

Moye & Langfred (2005) proposed that information sharing decline relationship conflict by reducing misunderstanding and uncertainty among group members; Information sharing reduce task conflict by increasing differential opinion perception; beneficial to decision making; reducing likelihood of mistakes, coordination errors and failures. The relationship conflict is harmful to team performance due to breaking group harmony and decreasing the willingness of members to remain within the group. The task conflict is instructive to team performance, since task conflict tends to make better decisions by encouraging greater cognitive understanding of the issue being considered. However, the results show that information sharing has a negative relationship with relationship conflicts, meanwhile information sharing is negatively linked to task conflict.

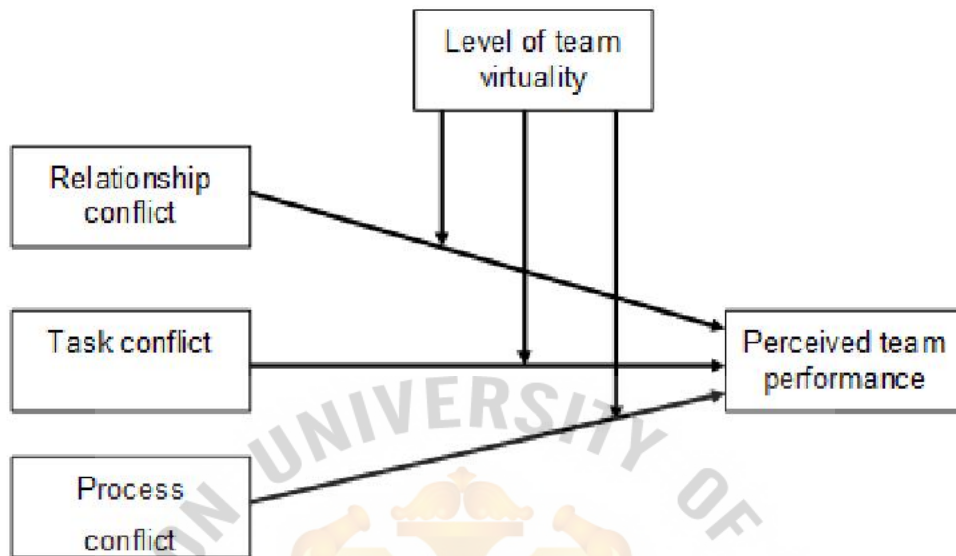
Figure 3.2: Model of Value Diversity Effect on Task Conflict and Relationship Conflict toward Team Performance.



Source: Liang, T. P. and Liu, C. C., Lin, T. M., Lin, B (2007). Effect of team diversity on software project performance. *Industrial Management & Data Systems*, Vol. 107, No. 5, pp. 636-653.

Liang and Liu (2007) investigated the effect of team diversity on software project performance. Team diversity consists of knowledge diversity, value diversity, and social category diversity. Team diversity raises conflicts indirectly affecting team performance. The population is software team in Taiwan. 185 questionnaires were responded from 30 teams. The results proved that: knowledge diversity positively effects upon task conflict which in turn enhances team performance; value diversity promotes relationship conflict which in turn decreases team performance.

Figure 3.3: Model of Relationships among Relationship Conflict, Task Conflict and Team Performance.



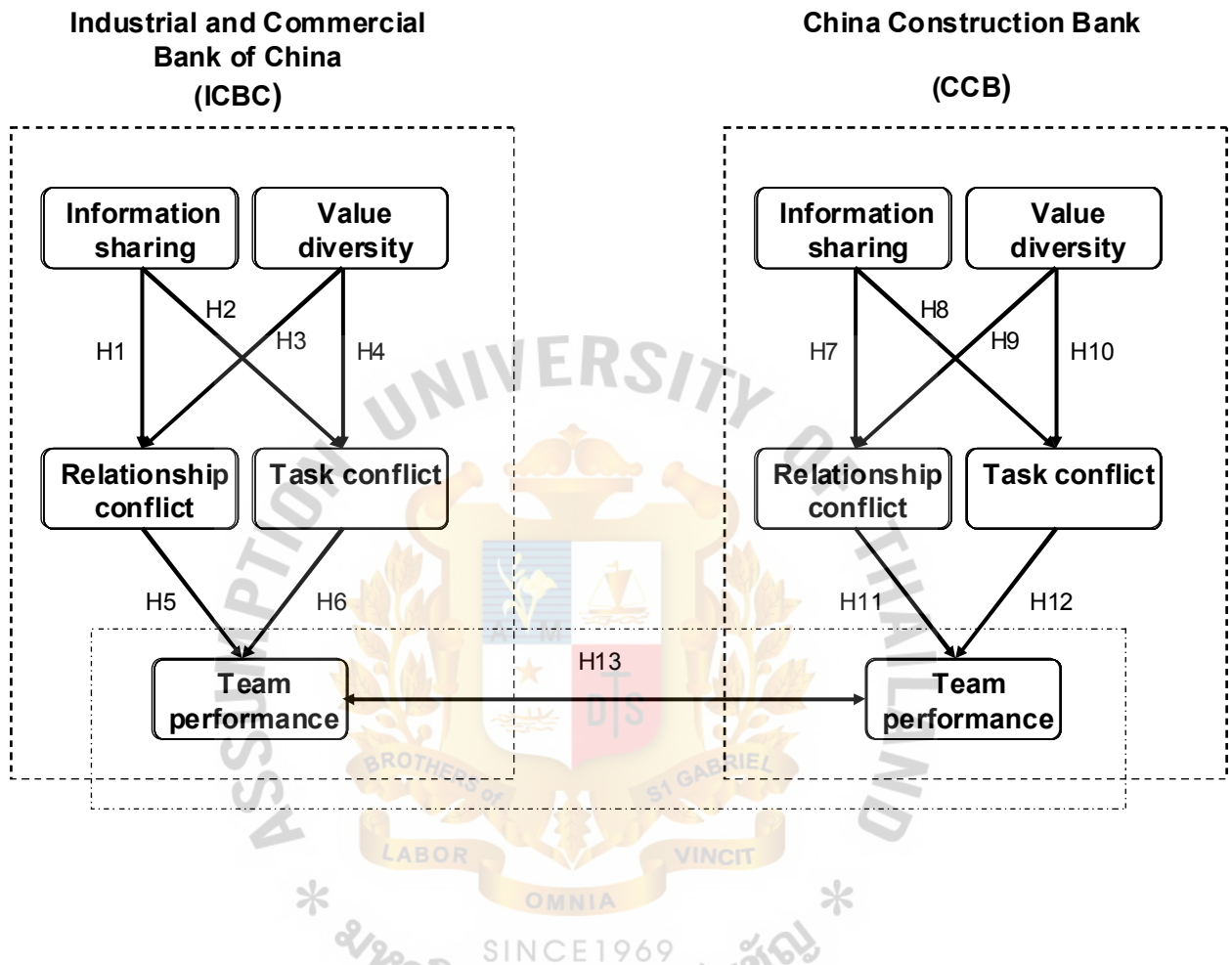
Source: Remco de Jong, Rene' Schalk and Petru L. Curs,eu. (2008). Virtual communicating, conflicts and performance in team. *Team Performance Management*, Vol. 14, No. 7/8, pp. 364-380.

Jong, Schalk, Curseu (2008) argued that the level of team virtuality positively effects on the relationship between intragroup conflict and team performance. A task conflict is positively related to team performance; relationship and process conflict are negative related to team performance.

3.2 Conceptual Framework

The conceptual framework shows a fundamental understanding of the team performance process. It represents the association among dependent and independent variables. The figure will clarify the factors that influence team performance (sharing information, value diversity, relationship conflict and task conflict). Furthermore, the researcher developed seven hypotheses to examine the correlation of variables according to the framework.

Figure 3.4: Conceptual Framework of the Effect of Task Conflict and Relationship Conflict toward Team Performance



Source: Modified conceptual framework from Moye, and Langfred (2005) (Figure 3.1); Liang and Liu (2007) (See Figure 3.2); Remco de Jong, Rene' Schalk and Petru L. Curs,eu. (2008) (Figure 3.3).

3.3 Research Hypotheses

Group A: To measure the relationships among variables at ICBC. Group A are H1, H2, H3, H4, H5, and H6.

H1o: Sharing information has no relationship with relationship conflict at ICBC.

H1a: Sharing information has a relationship with relationship conflict at ICBC.

H2o: Sharing information has no relationship with task conflict at ICBC.

H2a: Sharing information has a relationship with task conflict at ICBC.

H3o: Value diversity has no relationship with relationship conflict at ICBC.

H3a: Value diversity has a relationship with relationship conflict at ICBC.

H4o: Value diversity has no relationship with task conflict at ICBC.

H4a: Value diversity has a relationship with task conflict at ICBC.

H5o: Relationship conflict has no relationship with team performance at ICBC.

H5a: Relationship conflict has a relationship with team performance at ICBC.

H6o: Task conflict has no relationship with team performance at ICBC.

H6a: Task conflict has a relationship with team performance at ICBC.

Group B: To measure the relationships among variables at CCB. Group B are H7, H8, H9, H10, H11, and H12.

H7o: Sharing information has no relationship with relationship conflict at CCB.

H7a: Sharing information has a relationship with relationship conflict at CCB.

H8o: Sharing information has no relationship with task conflict at CCB.

H8a: Sharing information has a relationship with task conflict at CCB.

H9o: Value diversity has no relationship with relationship conflict at CCB.

H9a: Value diversity has a relationship with relationship conflict at CCB.

H10o: Value diversity has no relationship with task conflict at CCB.

H10a: Value diversity has a relationship with task conflict at CCB.

H11o: Relationship conflict has no relationship with team performance at CCB.

H11a: Relationship conflict has a relationship with team performance at CCB.

H12o: Task conflict has no relationship with team performance at CCB.

H12a: Task conflict has a relationship with team performance at CCB.

Group C: To seek difference in dependent variables between ICBC and CCB. Group C is H13.

H13o: There is no difference in team performance between ICBC and CCB.

H13a: There is a difference in team performance between ICBC and CCB.

3.4 Operationalization of the Variables

Table 3.1 Operationalization of the Independent and Dependent Variables

Variable	Description	Operational component	Scale
Team Performance	<ul style="list-style-type: none"> An outcome of team work, it has many dimensions. Some researchers concentrate on production performance and process performance (Liang, Liu and Lin, 2007) 	<ul style="list-style-type: none"> - My team finishes a mission always getting more output than input. -My team always performs successfully. - My group always ameeets the work schedule. - My group was known for its excellent work. 	Interval scale
Relationship conflict	<ul style="list-style-type: none"> A perception of interpersonal incompatibility. It typically includes 	<ul style="list-style-type: none"> - There is a lot of tension in your work group. - Your work group people often get angry. 	Interval scale

	interpersonal tension, annoyance, or animosity (Jehn, 1995; Simons & Peterson, 2000)	- There is a lot of emotional conflict in your work group.	
Task conflict	<ul style="list-style-type: none"> ● conflict of ideas in the group and disagreement about the content and issues of the task (Jehn, 1994). 	<ul style="list-style-type: none"> - My work group often has conflicts of ideas. - I always have disagreements with your work group about a project. - People argue a lot about how work should be done. - People argue a lot about which work should be done. - People argue a lot about when the work should be done. 	Interval scale
Sharing information	<ul style="list-style-type: none"> ● Communication with other team members related to coordination activities, task details, task progress, and reasoning for task decisions. {Jehn and Shah's (1997)} 	<ul style="list-style-type: none"> - Information used to make key decisions is freely shared among the members of the team. - Team members work hard to keep one another up to date on their activities. - Team members are kept "in the loop" about key issues affecting the 	Interval scale

		business unit.	
Value Diversity	<ul style="list-style-type: none"> • Group members perceive different information from a certain affair with different opinion and make different judgment, act different behavior. This is very easy to lead conflict in group. In other words, if the team with probably identical value would appear less conflict (Jehn, 1994; Pelled, 1996). 	<ul style="list-style-type: none"> -I often have different viewpoint with my group member. - In my workgroup members, there are some guy behaviors which I don't like. - My group members often have misunderstanding with me. - My group members rarely understand me. - My group people often have conflicting opinions about a project. 	Interval scale

CHAPTER 4

RESEARCH METHODOLOGY

This chapter provides an overview of the research methodology and includes 6 sections: section one considers the research method used and section two the respondents and the sampling procedures; section three introduces the research instruments and section four pre-testing. Data collection and the statistical treatments of data are explained in section five and six respectively.

4.1 Research Methods

The researcher adopted the descriptive research method to determine how team performance is influenced at ICBC and CCB. Zikmund (2003) defined descriptive research as a method to seek the answers to who, what, when, where and how questions. The object of descriptive research is “to portray an accurate profile of persons, events, or situations” (Robson, 2002). The survey research technique would be used to gather primary data. This is a research technique in which information is gathered from a sample of people by distributing questionnaire (Zikmund, 2003). Zikmund (2003) listed that survey research technique has various merits, for example, quick inexpensive, efficient, and accurate means of assessing information about a population.

4.2 Respondents and Sampling Procedure

4.2.1 Target Population

Zikmund (2003) defined the target population as a specific complete group relevant to the research objective. In this study, the target population is ICBC and CCB employees in Kunming city. ICBC has one branch and 44 sub-branches in Kunming, where 4,241 employees work at. CCB also has one branch and 68 sub-branches in Kunming, where 3,343 employees work at. Thus, the population is 7,584. The above information came from ICBC and CCB Yunnan headquarters.

4.2.2 Sampling Unit

Sampling unit is a single element or group of elements subject to selection in the sample (Zikmund, 2003). The target population of this study is ICBC and CCB employees in Kunming city. Thus, the sampling unit is ICBC and CCB employee in Kunming.

4.2.3 Sampling Size

The previous studies conduce to determine the sample size. Zikmund (2004) suggested that the sample sizes used in previous studies which are similar as the sample size using could provide the researcher a comparison of other researchers' judgment. Hinds and Mortensen (2005) did a research about moderating effects on conflict and collect data from 288 respondents. Moye and Lengfred (2005) completed their information sharing conflict-reducing research by using 103 respondents' data. Ayoko (2007) studied communication openness, conflict events in culturally diverse workgroup by using 150 respondents' data. Pelled, Eisenhardt and Xin (1999) analyzed work group diversity, conflicts and performance based on 317 respondents' data. Thus, in light of all these studies, the researcher selected 200 respondents as the sampling size in each bank (200 at ICBC, 200 at CCB) for this research.

4.2.4 Sampling Procedure

There are two main sampling methodologies: probability and non-probability sampling. Probability sampling assumes that every element of the population could be a known, non-zero probability of selection and non-probability sampling is a sampling technique that selects the sample based on the personal judgment or convenience (Zikmund, 2003). This research uses the non-probability and probability sampling procedure to collect data.

Step 1: The researcher used the judgment sampling technique to collect data.

Judgment sampling is a technique in which an experienced individual selects the sample based upon some appropriate characteristic of the sample

members (Zikmund, 2003). There are 134 branches which the target population works. As a result, the researcher could not survey all branches, it's unpractical. In order to complete the survey economically, researcher used judgment sampling technique to determine the sample branches by using the number of employees as the criterion. The researcher obtained from ICBC and CCB Yunnan headquarters the indent lists of the branches with the highest number of employees.

Table 4.1: Top Ten ICBC and CCB Branches by Employee Number

ICBC			CCB	
Rank	Branch name	Employee number	Branch name	Employee number
1	West-district branch	166	Yunnan branch	437
2	Yun Nan branch	160	North-district branch	353
3	Guan Shang branch	157	Jian Ye branch	78
4	An Ning branch	89	Hu Guo branch	72
5	Mu Dan branch	83	Xiao Xi Men branch	65
6	Hai Kou branch	69	Bei Jing road branch	47
7	Xin Ying branch	57	Shuang Long branch	36
8	Bei Jing road branch	52	Dong Feng branch	33
9	Zheng Yi branch	49	Jiao Ling mid road branch	29
10	Hu Guo branch	44	Ren Ming road branch	27

Sources: Interview with ICBC manager at Yunnan headquarter (03/Nov./2009)

Interview with CCB manager at Yunnan headquarter (07/Nov./2009)

Step 2: The proportional stratified sampling technique was used to determine the number of sample units from each branch. Proportional stratified sampling is a technique in which the number of sample unit drawn from each stratum is

in proportion to the population size of that stratum (Zikmund, 2003). Regarding proportionality, the researcher used the sample size ratio of each bank and the population size of the top ten branches in two banks by employee number. After calculation, the ranking is as follow:

Table 4.2: Sample Size of Top Ten ICBC and CCB Branches by Employee Number

ICBC				CCB		
	Branch Name	P.S.	S.S.	Branch Name	P.S.	S.S.
1	West-district branch	166	36	Yunnan branch	437	74
2	Yun Nan branch	160	35	North-district branch	353	60
3	Guan Shang branch	157	34	Jian Ye branch	78	13
4	An Ning branch	89	19	Hu Guo branch	72	12
5	Mu Dan branch	83	18	Xiao Xi Men branch	65	11
6	Hai Kou branch	69	15	Bei Jing road branch	47	8
7	Xin Ying branch	57	12	Shuang Long branch	36	6
8	Bei Jing road branch	52	11	Dong Feng branch	33	6
9	Zheng Yi branch	49	11	Jiao Ling mid road branch	29	5
10	Hu Guo branch	44	10	Ren Ming road branch	27	5
	Total	926	200	Total	1177	200

Source: Created by the author in this study

Where, P.S. represents population size; S.S. represents sample size.

Step 3: The researcher collected data by using the convenience sampling technique with people most available and willing. In order to get a high quality response, the researcher distributed questionnaires by face-to-face communication, which helped the respondents understanding the context by interpretation. It also helped to reduce errors of understanding.

4.3 Research Instruments / Questionnaires

The researcher based the questionnaire on the following scholars' measurement models: O'Reilly's value diversity model (1991); Bunderson & Sutcliffe's information sharing model (2002); Ancona & Caldwell's team performance model (1992); and Jehn & Mannix's task & relationship conflict model (2001). In order to let the

respondents (Chinese) understand the questions fully, the English questionnaire was translated into Chinese. In order to avoiding bias or ambiguous interpretations, the help of two executives of international organization (one from the Clinton Foundation Yunnan Office with a master degree from U.K., the other from the England Save Children Foundation) was listed to help the researcher translate the questionnaires. The questionnaire is divided into 2 sections as follows.

Section I: Questions about independent and dependent variables.

Part I : Team performance: Q1-Q4

Four questions on team performance are used to measure the degree of success and efficiency of team performance. Two examine success and two for efficiency

Part II: Relationship conflict: Q5-Q7

Three questions on relationship conflict are used to measure the relationship condition in respondents' work group. There are 3 questions, which are from Q5 to Q7.

Part III: Task conflict: Q8-Q12

Five questions on task conflict divided into 2 categories. 2 items for conflicting disagreement, 3 for argue how, when, which project should be done.

Part IV: Sharing information: Q13-Q15

Three questions on sharing information measure the degree of information quantity, quality, accuracy and ranking.

Part V: Value diversity: Q16-Q20

Five questions on value diversity examine the frequency at which distinct

opinions occur in work groups, and the degree of diversity of value.

Part II to V use the seven-points Likert-scale. With the Likert-scale, respondents point to their attitudes by checking how strongly they agree or disagree with carefully established statements where their attitude ranges from very positive to very negative (Zikmund, 2003). The Likert-scale is very simple and easy for respondents to complete the questionnaire.

Each item is rated on a seven-point Likert-scale ranging from “strongly disagree” (1) to “strongly agree” (7). Respondents are asked to indicate their degree of agreement with each of the items on the seven-point Likert-scale. The seven-point Likert-scale is used as it provides more accurate data.

1=Strongly Disagree	2= Disagree	3= Slightly Disagree	4=Neutral
5= Slightly Agree	6= agree	7=Strongly Agree	

Part II to V use rating questions which define a series of statements keeping the same order of response categories to avoid confusing respondents (Dillman, 2000). Rating questions are often used to collect data and use the Likert-scale in which the respondents are asked how strongly they agree or disagree with a statement or series of statements.

Part VI: Demographic Profile of the Respondents

A demographic profile of the respondents was designed to identify personal characteristics such as gender, age, education background, income per month. All the questions are close-ended. This part can be used to identify the differences between respondents by social categories. In addition, two questions on group background, team size and major communication approach are included. The respondents were asked general information about themselves in a close-ended question format. A close-ended question means that respondents are given specific limited choices and asked to select the one closest to their individual perception (Zikmund, 2003).

4.4 Pretest

Zikmund (2003) stated that pretesting is used to find out ambiguity or bias in questions by sending questionnaire to a small group of respondents. A pretest is conducted in order to identify the possible problems about the questionnaire in terms of language and understanding based on different respondents. Likewise, for checking the reliability of all the variables, an ICBC employee helped the author distribute and collect the questionnaires from 50 respondents at ICBC Mudan branch on 19/11/2009. Then, the questionnaire was tested with the reliability alpha value. The result was higher than 0.70 for each variable as shown in Table 4.3.

Table 4.3: The Reliability test

Reliability			
Part II	N of cases	N of items	Alpha
1. Team performance	50	4	0.818
2. Relationship conflict	50	3	0.848
3. Task conflict	50	6	0.795
4. Information sharing	50	3	0.805
5. Value diversity	50	4	0.889

Source: Created by the author in this study

4.5 Collection of Data / Gather Procedures

The researcher used both primary data and secondary data to collect the information needed in this research. Zikmund (2003) mentioned that primary data is one of the most reliable sources to accomplish the research objectives. In this research, the primary data was collected by using questionnaire adapted from previous research and translated into Chinese. All the questionnaires were distributed to 400 respondents (200 respondents at ICBC, 200 respondents at CCB) in 20 branches (10 ICBC branches, 10 CCB branches).

Primary data: Zikmund (2003) stated that primary data are compiled and assembled specifically for the research project at hand. The primary data was collected by the survey method. Data collection was completed in 2 weeks. The respondents included employees and manager who could choose to answer or not.

Secondary data: Secondary or history data are previously collected and compiled for some report, other than the one at hand, Zikmund (2003). For this research, secondary data were collected from several sources, such as journals, text books, the website and other related research articles.

4.6 Statistical Treatment of Data

The data were then analyzed by the Statistical Package for Social Sciences (SPSS), which provides research findings based on statistical results such as frequencies, mean, standard deviation, independent t-Test and multiple regression line model.

After collecting the data from 400 respondents, the data were coded into a symbolic form using the SPSS software.

4.6.1 Descriptive Statistic

Descriptive analysis was defined by Zikmund (2003) and refers to a statistical model, which is used to describe brief information about the population or sample. The researcher used this method to analyze demographic data in terms of frequency and percentage.

4.6.2 Inferential Statistics

Zikmund (2003) stated that inferential statistics is a statistical model used to make inferences or judgments on the basis of a sample about a population. In a word, it tells how variables relate to one another, whether there are any differences between two or more groups and the like (Sekaran, 2003).

4.6.3 Statistical Analysis

4.6.3.1 Pearson product-moment correlation coefficient

Pearson's product moment correlation coefficient (r) is a parametric technique, which gives a measure of the strength of association between two variables. The data must be interval or ratio status and normally distributed. The data must be bivariate and the two sets must have similar variances. Zikmund (2003) indicated that the formula for calculating the correlation coefficient (r) for the variables X and Y is as follow:

$$r_{xy} = r_{yx} = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \sum (Y_i - \bar{Y})^2}}$$

Where r_{xy} = The correlation coefficient between x and y

X_i = The individual's score on the X variable

Y_i = The individual's score on the Y variable

\bar{X} = Sample means of X

\bar{Y} = Sample means of Y

The correlation coefficient, r , ranges from $+1.0$ to -1.0 . If the value of r is 1.0 , there is a perfect positive linear relationship. If the value of r is -1.0 , there is a perfect negative linear relationship, or a perfect inverse relationship. No correlation is indicated if value of r is equal to 0 .

Table 4.4 Correlation r-value and the measure of the strength of association

Correlation (r)	Interpretation
1	Perfect positive linear association
0	No linear association
-1	Perfect negative linear association
0.90 to 0.99	Very high positive correlation
0.70 to 0.89	High positive correlation
0.4 to 0.69	Medium positive correlation
0 to 0.39	Low positive correlation
0 to -0.39	Low negative correlation
-0.40 to -0.69	Medium negative correlation
-0.70 to -0.89	High negative correlation
-0.90 to -0.99	Very high negative correlation

Source: Hussey (1997), Business Research: a practical guide for undergraduate and postgraduate students, p 227.

4.6.3.2 Independent Sample t-Test

The Independent Sample t-Test is used in the hypothesis testing of this study to compare the means of two variables to determine whether there is a difference between the two population means from which the samples come (Black 2008). This technique is used whenever the population variances are independent (not related in any way). A main assumption underlying this technique is that all the population is normally distributed. In this research, the Independent t-Test is used to test the difference in the dependent variables (team performance between ICBC and CCB). Black (2008) defined the independent t-Test formula is as follow:

$$t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\frac{S_1^2}{n_1} - \frac{S_2^2}{n_2}}}$$

$$df = \frac{\frac{S_1^2}{n_1} - \frac{S_2^2}{n_2}}{\frac{(\frac{S_1^2}{n_1})^2}{n_1 - 1} - \frac{(\frac{S_2^2}{n_2})^2}{n_2 - 1}}$$

\overline{X}_1 = mean of group 1

\overline{X}_2 = mean of group 2

S_1^2 = variance of group 1

S_2^2 = variance of group 2

n_1 = number size of group 1

n_2 = number size of group 2

df= degree of freedom

group 1 = ICBC employees

group 2 = CCB employees



4.6.3.3 Hypothesis Testing

Table 4.5 Summary of Hypotheses and Statistical Analyses

Hypothesis	Statistical Analyses
H1o: Sharing information has no relationship with relationship conflict at ICBC.	Pearson's Correlation
H2o: Sharing information has no relationship with task conflict at ICBC.	Pearson's Correlation
H3o: Value diversity has no relationship with relationship conflict at ICBC.	Pearson's Correlation
H4o: Value diversity has no relationship with task conflict at ICBC.	Pearson's Correlation
H5o: Relationship conflict has no relationship with team performance at ICBC.	Pearson's Correlation
H6o: Task conflict has no relationship with team performance at ICBC.	Pearson's Correlation
H7o: Sharing information has no relationship with relationship conflict at CCB.	Pearson's Correlation
H8o: Sharing information has no relationship with task conflict at CCB.	Pearson's Correlation
H9o: Value diversity has no relationship with relationship conflict at CCB.	Pearson's Correlation
H10o: Value diversity has no relationship with task conflict at CCB.	Pearson's Correlation
H11o: Relationship conflict has no relationship with team performance at CCB.	Pearson's Correlation
H12o: Task conflict has no relationship with team performance at CCB.	Pearson's Correlation
H13o: There is no difference in team performance between ICBC and CCB.	Independent Sample t-Test

CHAPTER 5

PRESENTATION OF DATA AND CRITICAL DISCUSSION OF RESULTS

In this chapter, the researcher utilizes SPSS to analyze primary data which was collected from 400 respondents at ICBC and CCB. The data analysis is divided into three main sections: a descriptive analysis of the demographic factors; an analysis of the descriptive analysis of the variables; and an inferential analysis of hypothesis testing.

5.1 Descriptive Analysis of Demographic Factors

A descriptive analysis is commonly done by calculating averages, frequency distributions and percentage distribution. In this study, the demographic characteristic of respondents include: gender, age, education level, monthly income, numbers of team member, communication method. The details are as follows:

Table 5.1: Analysis of Demographic Factors by Using Frequency and Percentage

Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
Gender						
Male	96	48	108	54	204	51
Female	104	52	92	46	196	49
Total	200	100	200	100	400	100

As shown in Table 5.1, 196 respondents, or 49%, are females, and 204 respondents, or 51%, are males, out of a total of 400 respondents. There are more male than female respondents in this research. In addition, CCB has more male employees (54 % of CCB employees) and ICBC has more female employees (52% of ICBC employees).

Table 5.2: The Analysis of Demographic Factors (Age Level) by Using Frequency and Percentage

Age						
Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
Below 22	11	5.5	6	3	17	4.3
22 to 30	111	55.5	115	57.5	226	56.5
31 to 40	66	33	52	26	118	29.5
41 to 50	11	5.5	19	9.5	30	7.5
50 above	1	0.5	8	4	9	2.3
Total	200	100	200	100	400	100

The highest percentage in terms of respondent age is from 22 to 30 years old [56.5% (226 respondents)]. This is followed by those aged between 31-40 years old [29.5% (118 respondents)], 41-50 years old [7.5% (30 respondents)], below 22 [4.3% (17 respondents)], and over 50 years old [2.3% (9 respondents)]. Respectively the highest percentage in terms of respondent age is from 21 to 30 years old.

Table 5.3: Analysis of Demographic Factors (Education Background Level) by Using Frequency and Percentage

Educational background						
Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
Below Bachelor	43	21.5	56	28	99	24.8
Bachelor	136	68	113	56.5	249	62.3
Master	20	10	26	13	46	11.5
PHD	1	0.5	5	2.5	6	1.5
Total	200	100	200	100	400	100

Regarding the educational background of the respondents, the majority hold a Bachelor's degree, representing 62.3% (249 respondents), followed by those who have education below a bachelor with 24.8% (99 respondents), 11.5% have a master degree (46 respondents), and 1.3% has a PHD (5 respondents). The respondents' highest educational background for both banks is bachelor degree level.

Table 5.4: Analysis of Demographic Factors (Monthly Income Level) by Using Frequency and Percentage

Monthly Income						
Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
Below 1000 RMB	2	1	20	10	22	5.5
1000-1999 RMB	45	22.5	53	26.5	98	24.5
2000-2999 RMB	60	30	82	41	142	35.5
3000-3999 RMB	42	21	30	15	72	18
4000-4999 RMB	26	13	10	5	36	9
5000-5999 RMB	16	8	3	1.5	19	4.8
6000-6999 RMB	3	1.5	2	1	5	1.3
7000-7999 RMB	2	1	-	-	2	0.5
above 8000 RMB	4	2	-	-	4	1
Total	200	100	200	100	400	100

Note: 1US\$= 6.83RMB

The majority of respondents' income level per month is between RMB 2000 and 2999 [35.5% (142 respondents)], followed by the group with an income between RMB 1000-1999 per month representing 24.5% (98 respondents). 18% (72 respondents) receive RMB 3000-3999, 9% (36 respondents) get RMB 4000-4999,

4.8% (19 respondents) have RMB 5000-5999, while 1.4% (5 respondents) get RMB 6000-6999 respectively. 1% (4 respondents) receive above RMB 8000, .5% (2 respondents) receive RMB 7000-7999. In addition, for both operators the highest percentage of respondents' in terms of monthly income is RMB 1501-2500.

Table 5.5: Analysis of Demographic Factors (Number of Team Members Level) by Using Frequency and Percentage

Number of team members						
Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
2 to 5	58	29	50	25	108	27
6 to 10	78	39	93	46.5	171	42.8
11 to 15	20	10	25	12.5	45	11.3
16 to 20	11	5.5	10	5	21	5.3
above 20	33	16.5	22	11	55	13.8
Total	200	100	200	100	400	100

The highest number of team members per respondent is 6-10 team [42.8% (171 respondents)], followed by 2-5 team [27% (108 respondents)], then above 20 team [13.8% (55 respondents)], 11-15 team [11.3% (45 respondents)], 16-20 team [5.3% (21 respondents)]. Respectively the highest number of team members for both banks is 6-10.

Table 5.6: Analysis of Demographic Factors (Communication Approach) by Using Frequency and Percentage

Communication Approach						
Factor	ICBC		CCB		Combined	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
face to face	152	76	186	93	338	84.5
telephone	20	10	8	4	28	7
video conference	3	1.5	-	-	3	0.8
email or online charting program	25	12.5	6	3	31	7.8
Total	200	100	200	100	400	100

As to the method of communication, the highest percentage is face to face [84.5% (338 respondents)], followed by email or online charting program [7.8% (31 respondents)], telephone [7% (28 respondents)], then video conference [0.8% (7 respondents)]. The highest percentage for both banks concerns the face to face approach.

5.2 Descriptive Analysis of Variables

This section measures the Mean and Standard Deviation of each variable. “Mean is a frequently used measure of central tendency for grouped data. Standard Deviation is the most important and useful measure of dispersion for grouped data (Saunders et al., 2007).” All the results are summarized below.

5.2.1 Independent Variables

Table 5.7: Analysis of Mean and Standard Deviation of Relationship Conflicts at ICBC

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There a lot tension in my work group.	200	1	7	2.56	1.606
My work group people often get angry.	200	1	6	2.36	1.288
There are a lot of emotional conflicts in your work group.	200	1	6	2.28	1.131
MeanRC	200	1	6	2.40	1.139
Valid N (listwise)	200				

As shown in Table 5.7, ICBC's highest mean of "Relationship conflict" concerns the statement "There are a lot tensions in my work group." with a mean value = 2.56 and standard deviation = 1.606, which implies that the employees agree that there is not much tension in their team. The lowest mean concerns the statement, "There is a lot of emotional conflicts in your work group." with a mean value = 2.28 and a standard deviation = 1.131, which indicates that the employees do not think there are lots of emotional conflicts in their team. Furthermore, the total average mean value of relationship conflict is equal to 2.40 which falls between 2(Disagree) and 3 (Slightly disagree). This indicates that few relationship conflicts happen at ICBC.

Table 5.8: Analysis of Mean and Standard Deviation of Relationship Conflicts at CCB

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There a lot tension in my work group.	200	1	7	2.42	1.511
My work group people often get angry.	200	1	7	2.42	1.502
There are a lot of emotional conflicts in your work group.	200	1	7	2.51	1.480
MeanRC	200	1	7	2.45	1.282
Valid N (listwise)	200				

As shown in Table 5.8, CCB's highest mean of "Relationship conflict" concerns the statement "There are a lot of emotional conflicts in my work group." with a mean value = 2.51 and standard deviation = 1.480, which implies that the employees agree that not many emotional conflicts take place in their team. The lowest mean concerns the statement, "There a lot tension in my work group." with a mean value = 2.42 and a standard deviation = 1.511, which indicates that the employees do not think there is a lot of tension in their team. Furthermore, the total average mean value of relationship conflict is equal to 2.45, which falls between 2 (Disagree) and 3 (Slightly disagree). This indicates that few relationship conflicts happen at CCB.

Table 5.9: Analysis of Mean and Standard Deviation of Task Conflicts at ICBC

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My work group often has conflicts of ideas.	200	1	7	3.27	1.413
I always have disagreements within my work group about the task of the project.	200	1	6	3.04	1.417
People argue a lot about how work should be done.	200	1	7	2.43	1.274
People argue a lot about which work should be done.	200	1	6	2.27	1.223
People argue a lot about when the work should be done.	200	1	7	2.26	1.205
MeanTC	200	1	5	2.65	.968
Valid N (listwise)	200				

As shown in Table 5.9, ICBC's highest mean of "Task conflict" concerns the statement "My work group often has conflicts of ideas." with a mean value = 3.27 and standard deviation = 1.413, which implies that the employees agree that not many conflicts of ideas take place in their team. The lowest mean concerns the statement "People argue a lot about when the work should be done." with a mean value = 2.26 and a standard deviation = 1.205, which indicates that the employees do not often argue about when the work should be done. Furthermore, the total average mean value of task conflict is equal to 2.65, which falls between 2 (Disagree) and 3 (Slightly disagree). This indicates that few task conflicts happen at ICBC.

Table 5.10: Analysis of Mean and Standard Deviation of Task Conflicts at CCB

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My work group often has conflicts of ideas.	200	1	7	3.45	1.600
I always have disagreements within my work group about the task of the project.	200	1	7	3.06	1.488
People argue a lot about how work should be done.	200	1	7	2.59	1.440
People argue a lot about which work should be done.	200	1	7	2.36	1.415
People argue a lot about when the work should be done.	200	1	7	2.50	1.534
MeanTC	200	1	6	2.79	1.118
Valid N (listwise)	200				

As shown in Table 5.10, CCB's highest mean of "Task conflict" concerns the statement "My work group often has conflict of ideas." with a mean value = 3.45 and standard deviation = 1.600, which implies that the employees agree that not many conflicts of ideas take place in their team. The lowest mean concerns the statement "People argue a lot about which work should be done." with a mean value = 2.36 and a standard deviation = 1.415, which indicates that the employees do not often argue about which work should be done. Furthermore, the total average mean value of task conflicts is equal to 2.79, which falls between 2 (Disagree) and 3 (Slightly disagree). This indicates that few task conflicts happen at CCB.

Table 5.11: Analysis of Mean and Standard Deviation of Information Sharing at ICBC

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Information used to make key decisions is freely shared among the team members.	200	1	7	4.85	1.569
Team members work hard to keep one another up to date on their activities.	200	1	7	5.22	1.276
Team members are kept "in the loop" about key issues affecting the business unit.	200	2	7	5.24	1.077
MeanIS	200	2	7	5.10	1.073
Valid N (listwise)	200				

As shown in Table 5.11, ICBC's highest mean of "Information sharing" concerns the statement "Team members are kept 'in the loop' about key issues affecting the business unit" with a mean value = 5.24 and standard deviation = 1.077, which implies that the employees are aware of the key issue affecting the business unit. The lowest mean concerns the statement "Information used to make key decisions is freely shared among the members of the team." with a mean value = 4.85 and a standard deviation = 1.569, which indicates that the employees slightly agree the key information for decision making is freely shared. Furthermore, the total average mean value of task conflict is equal to 5.10, which falls between 5 (Slightly agree) and 6 (Agree). This indicates that information sharing at ICBC has a good image among employees.

Table 5.12: Analysis of Mean and Standard Deviation of Information Sharing at CCB

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Information used to make key decisions is freely shared among the team members.	200	1	7	5.06	1.529
Team members work hard to keep one another up to date on their activities.	200	1	7	5.37	1.335
Team members are kept "in the loop" about key issues affecting the business unit.	200	1	7	5.39	1.295
MeanIS	200	2	7	5.28	1.119
Valid N (listwise)	200				

As shown in Table 5.12, CCB's highest mean of "Information sharing" concerns the statement "Team members are kept 'in the loop' about key issues affecting the business unit" with a mean value = 5.39 and standard deviation = 1.295, which implies the employees are aware of the key issue affecting the business unit. The lowest mean concerns the statement "Information used to make key decisions is freely shared among the members of the team." with a mean value = 5.06 and a standard deviation = 1.529, which indicates that the employees slightly agree the key information for decision making is freely shared. Furthermore, the total average mean value of task conflict is equal to 5.28, which falls between 5 (Slightly agree) and 6 (Agree). This indicates that information sharing at CCB has a good image among employees.

Table 5.13: Analysis of Mean and Standard Deviation of Value Diversity at ICBC**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
My group people often have conflicting opinions about a project.	200	1	7	4.06	1.513
I often have different viewpoints with my group members.	200	1	7	4.64	1.490
In my workgroup some members' behave in a way I don't like.	200	1	7	3.52	1.742
My group members often have misunderstandings with me.	200	1	6	2.96	1.429
My group members rarely understand me.	200	1	7	2.58	1.498
MeanVD	200	1	6	3.55	.972
Valid N (listwise)	200				

As shown in Table 5.13, ICBC's highest mean of "Value diversity" concerns the statement "I often have different viewpoint with my group member." with a mean value = 4.64 and standard deviation = 1.490, which implies the employees slightly agree they have different viewpoints with other team members. The lowest mean concerns the statement "In my group members rarely understand me" with a mean value = 2.58 and a standard deviation = .972, which indicates that the employees slightly disagree that employees are rarely understood by team members. Furthermore, the total average mean value of value diversity is equal to 3.55, which falls between 3 (Slightly disagree) and 4 (Neutral). This indicates that value diversity is minor at ICBC.

Table 5.14: Analysis of Mean and Standard Deviation of Value Diversity at CCB**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I often have different viewpoints with my group members.	200	1	7	4.70	1.439
In my workgroup some members' behave in a way I don't like.	200	1	7	3.11	1.676
My group members often have misunderstandings with me.	200	1	6	2.85	1.444
My group members rarely understand me.	200	1	7	2.58	1.521
My group people often have conflicting opinions about the project.	200	2	7	4.61	1.594
MeanVD	200	1	6	3.57	.960
Valid N (listwise)	200				

As shown in Table 5.14, CCB's highest mean of "Value diversity" concerns the statement "I often have different viewpoint with my group member." with a mean value = 4.70 and standard deviation = 1.439, which implies the employees slightly agree that they have different viewpoint with other team members. The lowest mean is, "In my group members rarely understand me" with a mean value = 2.58 and a standard deviation = 1.521, which indicates that the employees slightly disagree that employees are rarely understood by team members. Furthermore, the total average mean value of value diversity is equal to 3.57, which falls between 3 (Slightly disagree) and 4 (Neutral). This indicates that value diversity is minor at CCB.

5.2.2 Dependent Variable

Table 5.15: Analysis of Mean and Standard Deviation of Team Performance at ICBC

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My team finishing a mission always gets output more than input.	200	1	7	4.70	1.433
My team always performs successfully.	200	1	7	5.17	1.080
My group always meets work schedule.	200	1	7	5.37	1.162
My group was known for excellent work.	200	1	7	4.80	1.382
MeanTP	200	1	7	5.01	1.008
Valid N (listwise)	200				

As shown in Table 5.15, ICBC's highest mean of "Team performance" concerns the statement "My group always meets work schedule" with a mean value = 5.37 and standard deviation = 1.162, which implies that the employees slightly agree their team always obey work schedule. The lowest mean is, "My team finishing a mission always gets output more than input" with a mean value = 4.70 and a standard deviation = 1.433, which indicates that the employees slightly agree that their teams gain more output than input. Furthermore, the total average mean value of team performance is equal to 5.01, which falls between 5 (Slightly agree) and 6 (Agree). This indicates that ICBC has a good team performance.

Table 5.16: Analysis of Mean and Standard Deviation of Team Performance at CCB

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My team finishing a mission always gets output more than input.	200	1	7	5.42	1.412
My team always performs successfully.	200	2	7	5.39	1.160
My group always meets work schedule.	200	1	7	5.54	1.124
My group was known for excellent work.	200	1	7	5.11	1.447
MeanTP	200	2	7	5.37	.961
Valid N (listwise)	200				

As shown in Table 5.16, CCB's highest mean of "Team performance" concerns the statement "My group always meets work schedule" with a mean value = 5.54 and standard deviation = 1.124, which implies that the employees slightly agree that their team always meets work schedule. The lowest mean concerns the statement "My group was known by excellent working" with a mean value = 5.11 and a standard deviation = 1.447, which indicates that the employees slightly agree that their teams gain more output than input. Furthermore, the total average mean value of team performance is equal to 5.37, which falls between 5 (Slightly agree) and 6 (Agree). This indicates that CCB has a good team performance.

Table 5.17: Summary of the Mean of each variable

Variable	ICBC	CCB
Team performance	5.09	5.37
Relationship conflict	2.40	2.45
Task conflict	2.65	2.79
Information sharing	5.10	5.28
Value diversity	3.55	3.57

When comparing the Means of these variables, the findings indicate that firstly the means of all the independent variables at ICBC are lower than those at CCB. Secondly, both banks' highest mean concern on information sharing [5.10 (ICBC) and 5.28 (CCB)], and the lowest mean is relationship conflict [2.40 (ICBC) and 2.45 (CCB)]. Thirdly, the mean of team performance at ICBC is also lower than at CCB.

5.2.4 Reliability Testing

The researcher tested the reliability of 420 respondents by using the Alpha model. The results of Cronbach's Alpha Coefficient are shown in Table 5.18

Table 5.18: Reliability Results

Items	Reliability
Information sharing	0.730
Value diversity	0.610
Relationship conflict	0.804
Task conflict	0.799
Team performance	0.767

All constructs are at least 0.610: the information sharing is 0.730, value diversity is 0.610, relationship conflict is 0.804, task conflict is 0.799, team

performance is 0.767. Hence, the measurement should be considered to be significantly reliable.

5.3 Inferential Statistics of Hypothesis Testing

The Inferential statistics' objective is to allow the researcher to make a judgments about the overall population from the outcomes caused by the sample and to calculate the needed statistics for hypothesis testing in the business research (Saunders al et., 2007). Hypothesis testing based on assumption, data and information is obtained from the sample which is used to make the decision that the hypothesized population parameter is accurate (Zikmund, 2003). This research examined 13 hypotheses, classified into three groups, to support the research objectives as follows:



Group A: The relationships measured among variables at ICBC

H1o: Information sharing has no relationship with relationship conflict at ICBC.

H1a: information sharing has a relationship with relationship conflict at ICBC.

Table 5.19: Analysis of the Relationship between Information Sharing and Relationship Conflict in ICBC by using Pearson Product Moment Coefficient Correlation

Correlations

		MeanRC	MeanIS
MeanRC	Pearson Correlation	1	-.342**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.342**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 (.000<.01). It means that the null hypothesis was rejected. Therefore, there is a relationship between information sharing and relationship conflict at ICBC at the 0.000 significance level.

-.342 means that there is a low negative correlation between information sharing and relationship conflict or these two variables have the opposite direction. Based on this study, the link between information sharing and relationship conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H2o: Sharing information has no relationship with task conflict at ICBC.

H2a: Sharing information has a relationship with task conflict at ICBC.

Table 5.20: Analysis of the Relationship between Information Sharing and Task Conflict at ICBC by using Pearson Product Moment Coefficient Correlation

Correlations

		MeanTC	MeanIS
MeanTC	Pearson Correlation	1	-.333**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.333**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between information sharing and task conflict at ICBC at the 0.000 significance level.

-.333 means that there is a low negative correlation between information sharing and task conflict or these two variables have the opposite direction. Based on this study, the link between information sharing and relationship conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H3o: Value diversity has no relationship with relationship conflict at ICBC.

H3a: Value diversity has a relationship with relationship conflict at ICBC.

Table 5.21: Analysis of the Relationship between Value Diversity and Relationship Conflict at ICBC by using Pearson Product Moment Coefficient Correlation

Correlations		
	MeanRC	MeanVD
MeanRC Pearson Correlation	1	.394**
Sig. (2-tailed)		.000
N	200	200
MeanVD Pearson Correlation	.394**	1
Sig. (2-tailed)	.000	
N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between value diversity and relationship conflict at ICBC at the 0.000 significance level.

.394 means that there is a low positive correlation between value diversity and relationship conflict or these two variables have the same direction. Based on this study, the link between value diversity and relationship conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to an increase in another.

H4o: Value diversity has no relationship with task conflict at ICBC.

H4a: Value diversity has a relationship with task conflict at ICBC.

Table 5.22: Analysis of the Relationship between Value Diversity and Task Conflict at ICBC by using Pearson Product Moment Coefficient Correlation

Correlations

	MeanVD	MeanTC
MeanVD Pearson Correlation	1	.609**
Sig. (2-tailed)		.000
N	200	200
MeanTC Pearson Correlation	.609**	1
Sig. (2-tailed)	.000	
N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between value diversity and task conflict at ICBC at the 0.000 significance level.

.609 means that there is a medium positive correlation between value diversity and task conflict or these two variables have the same direction. Based on this study, the link between value diversity and task conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to an increase in another.

H5o: Relationship conflict has no relationship with team performance at ICBC.

H5a: Relationship conflict has a relationship with team performance at ICBC.

Table 5.23: Analysis of the Relationship between Relationship Conflict and Team Performance at ICBC by using Pearson Product Moment Coefficient Correlation

Correlations		MeanTP	MeanRC
MeanTP	Pearson Correlation	1	-.191**
	Sig. (2-tailed)		.007
	N	200	200
MeanRC	Pearson Correlation	-.191**	1
	Sig. (2-tailed)	.007	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .007, which is less than .01 ($.007 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between relationship conflict and team performance at ICBC at the 0.007 significance level.

-.191 means that there is a low negative correlation between relationship conflict and team performance or these two variables have the opposite direction. Based on this study, the link between relationship conflict and team performance has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H6o: Task conflict has no relationship with team performance at ICBC.

H6a: Task conflict has a relationship with team performance at ICBC.

Table 5.24: Analysis of the Relationship between Task Conflict and Team Performance at ICBC by using Pearson Product Moment Coefficient Correlation

Correlations			
		MeanTP	MeanTC
MeanTP	Pearson Correlation	1	-.131
	Sig. (2-tailed)		.065
	N	200	200
MeanTC	Pearson Correlation	-.131	1
	Sig. (2-tailed)	.065	
	N	200	200

The analysis of Pearson correlation indicates that the significance is equal to .065, which is less than .01 ($.065 > .05$). It means that the null hypothesis failed to reject. Therefore, there is no relationship between task conflict and team performance at ICBC at the 0.065 significance level.

Group B: The relationship measured among variables at CCB

H7o: Sharing information has no relationship with relationship conflict at CCB.

H7a: Sharing information has a relationship with relationship conflict at CCB.

Table 5.25: Analysis of the Relationship between Information Sharing and Relationship Conflict at CCB by using Pearson Product Moment Coefficient Correlation

Correlations		MeanRC	MeanIS
MeanRC	Pearson Correlation	1	-.339**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.339**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between information sharing and relationship conflict at CCB at the 0.000 significance level.

-.339 means that there is a low negative correlation between information sharing and relationship conflict or these two variables have the opposite direction. Based on this study, the link between information sharing and relationship conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H8o: Sharing information has no relationship with task conflict at CCB.

H8a: Sharing information has a relationship with task conflict at CCB.

Table 5.26: Analysis of the Relationship between Information Sharing and Task Conflict at CCB by using Pearson Product Moment Coefficient Correlation

Correlations

		MeanIS	MeanTC
MeanIS	Pearson Correlation	1	-.190**
	Sig. (2-tailed)		.007
	N	200	200
MeanTC	Pearson Correlation	-.190**	1
	Sig. (2-tailed)	.007	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .007, which is less than .01 ($.007 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between information sharing and task conflict at CCB at the 0.007 significant level.

-.190 means that there is a low negative correlation between information sharing and task conflict or these two variables have the opposite direction. Based on this study, the link between information sharing and task conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H9o: Value diversity has no relationship with relationship conflict at CCB.

H9a: Value diversity has a relationship with relationship conflict at CCB.

Table 5.27: Analysis of the Relationship between Value Diversity and Relationship Conflict at CCB by using Pearson Product Moment Coefficient Correlation

Correlations

	MeanRC	MeanVD
MeanRC Pearson Correlation	1	.593**
Sig. (2-tailed)		.000
N	200	200
MeanVD Pearson Correlation	.593**	1
Sig. (2-tailed)	.000	
N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between value diversity and relationship conflict at CCB at the 0.000 significance level.

0.593 means that there is a medium positive correlation between value diversity and relationship conflict or these two variables have the same direction. Based on this study, the link between value diversity and relationship conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to an increase in another.

H10o: Value diversity has no relationship with task conflict at CCB.

H10a: Value diversity has a relationship with task conflict at CCB.

Table 5.28: Analysis of the Relationship between Value Diversity and Task Conflict at CCB by using Pearson Product Moment Coefficient Correlation

Correlations

	MeanVD	MeanTC
MeanVD Pearson Correlation	1	.560**
Sig. (2-tailed)		.000
N	200	200
MeanTC Pearson Correlation	.560**	1
Sig. (2-tailed)	.000	
N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between value diversity and task conflict at CCB at the 0.000 significance level.

0.560 means that there is a medium positive correlation between value diversity and task conflict or these two variables have the same direction. Based on this study, the link between value diversity and task conflict has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to an increase in another.

H11o: Relationship conflict has no relationship with team performance at CCB.

H11a: Relationship conflict has a relationship with team performance at CCB.

Table 5.29: Analysis of the Relationship between Relationship Conflict and Team Performance at CCB by using Pearson Product Moment Coefficient Correlation

Correlations		MeanRC	MeanTP
MeanRC	Pearson Correlation	1	-.268**
	Sig. (2-tailed)		.000
	N	200	200
MeanTP	Pearson Correlation	-.268**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .000, which is less than .01 ($.000 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between relationship conflict and team performance at CCB at the 0.000 significance level.

-.268 means that there is a low negative correlation between relationship conflict and team performance or these two variables have the opposite direction. Based on this study, the link between relationship conflict and team performance has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

H12o: Task conflict has no relationship with team performance at CCB.

H12a: Task conflict has a relationship with team performance at CCB.

Table 5.30: Analysis of the Relationship between Task Conflict and Team Performance at CCB by using Pearson Product Moment Coefficient Correlation

Correlations			
		MeanTP	MeanTC
MeanTP	Pearson Correlation	1	-.155*
	Sig. (2-tailed)		.028
	N	200	200
MeanTC	Pearson Correlation	-.155*	1
	Sig. (2-tailed)	.028	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

The analysis of Pearson correlation indicates that the significance is equal to .028, which is less than .01 ($.028 < .01$). It means that the null hypothesis was rejected. Therefore, there is a relationship between task conflict and team performance at CCB at the 0.028 significance level.

-.155 means that there is a low negative correlation between task conflict and team performance or these two variables have the opposite direction. Based on this study, the link between task conflict and team performance has been investigated. The results have indicated that the two constructs are indeed dependent, implying that an increase in one is likely to lead to a decrease in another.

Group C: The difference measured in terms of team performance between ICBC and CCB.

H13o: There is no difference in terms of team performance between ICBC and CCB.

H13a: There is a difference in terms of team performance between ICBC and CCB.

Table 5.31: Analysis of Team Performance When Determined by Different Banks
using the Independent t-Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Mean1p2	Equal variances assumed	.090	.764	-2.790	398	.006	-.27250	.09769	-.46454	-.08046
	Equal variances not assumed			-2.790	397.598	.006	-.27250	.09769	-.46454	-.08046

As indicated in Table 5.31, the independent sample t-test shows that the significance (2-tailed test) is equal to 0.006 which is less than 0.05 ($0.006 < 0.05$). It means that null hypothesis is rejected. Therefore, there is a difference in team performance between ICBC and CCB, at a 0.05 significance level.

The researcher summarized the research results through hypothesis testing as follows:

Table 5.32: Summary of Results from Hypothesis Testing

Hypothesis	Significance	Correlations	Result
H1o: Information sharing has no relationship with relationship conflict at ICBC.	0	-0.342	Reject Ho
H2o: Sharing information has no relationship with task conflict at ICBC.	0	-0.333	Reject Ho
H3o: Value diversity has no relationship with relationship conflict at ICBC.	0	0.394	Reject Ho
H4o: Value diversity has no relationship with task conflict at ICBC.	0	0.609	Reject Ho
H5o: Relationship conflict has no relationship with team performance at ICBC.	0.007	-0.191	Reject Ho
H6o: Task conflict has no relationship with team performance at ICBC.	0.065	-0.131	Failed to reject Ho
H7o: Sharing information has no relationship with relationship conflict at CCB.	0	-0.339	Reject Ho
H8o: Sharing information has no relationship with task conflict at CCB.	0.007	-0.19	Reject Ho
H9o: Value diversity has no relationship with relationship conflict at CCB.	0	0.593	Reject Ho
H10o: Value diversity has no relationship with task conflict at CCB.	0	0.56	Reject Ho
H11o: Relationship conflict has no relationship with team performance at CCB.	0	-0.268	Reject Ho
H12o: Task conflict has no relationship with team performance at CCB.	0.028	-0.155	Reject Ho
H13o: There is no difference in team performance between ICBC and CCB.	0.006	-	Reject Ho

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary, conclusions and recommendations based on the results of the study. The first section discussed the summarized findings of the research questions and hypotheses testing. Next, the conclusions are presented as per the results obtained. In the third section, the researcher makes recommendations for ICBC and CCB. This chapter closes with some suggestions for future research in this field.

6.1 Summary of Findings

6.1.1 Summary of Demographic Factors

This research collected data from 20 branches of the two banks in Kunming. 400 practicable questionnaires were analyzed by SPSS data analysis program. The respondents' demographics were measured in terms of gender, age, educational background, and monthly income. Details are shown in Table 6.1.

Table 6.1: Summary of Demographic Data

Majority in Demographics				
Demographics	ICBC		CCB	
	Frequency (f)	Percent (%)	Frequency (f)	Percent (%)
Gender	Female	52	Male	54
Age	21—30	55.5	21—30	57.5
Educational Background	Bachelor Degree	68	Bachelor Degree	56.5
Monthly Income	2000-2999 RMB	30	2000-2999 RMB	41
Number of team members	6 to 10	39	6 to 10	46.5
Communication approach	face to face	76	face to face	93

As shown in Table 6.1, most respondents at ICBC are female who accounted for 52% of ICBC employees, but the major respondents in CCB are male who accounted for 54% of employee of CCB. The largest population of respondents was between 21-30 years of age and accounted for 55.5% of ICBC employees and 57.5% of CCB ones. The educational background of the majority of the respondents was a bachelor degree and accounted for 68% of ICBC employees and 56.5% of CCB ones. The last personal profile is monthly income. Most of the respondents earned between RMB 2000-2999 per month; respectively accounted for 30% of ICBC employees and 41% of CCB ones. At the two banks, most respondents (39% of ICBC employees and 46.5% of CCB) worked at the team which has members from 6 to 10. In terms of communication approach, “face to face” was the primary approach at both ICBC (76%) and CCB (93%).

6.1.2 Summary of Hypotheses Testing

Based on the research objectives, the findings can be summarized as follows:

Hypothesis 1: Information sharing has a low negative relationship with relationship conflict at ICBC. The finding implies that more information sharing will moderate relationship conflict at ICBC.

Hypothesis 2: Information sharing has a low negative relationship with task conflict at ICBC. The finding implies that more information sharing will moderate task conflict at ICBC.

Hypothesis 3: Value diversity has a low positive relationship with relationship conflict at ICBC. The finding implies that more value diversity will cause task conflict at ICBC.

Hypothesis 4: Value diversity has a medium positive relationship with task conflict at ICBC. The finding implies that more value diversity will cause more task conflict at ICBC.

Hypothesis 5: Relationship conflict has a low negative relationship with team performance at ICBC. The finding implies that more relationship conflict will defeat team performance at ICBC.

Hypothesis 6: Task conflict has no relationship with team performance at ICBC. The finding implies that there is no apparent relationship between task conflict and team performance at ICBC. But it does not mean that task conflict absolutely has no relationship with team performance at ICBC.

Hypothesis 7: Information sharing has a low negative relationship with relationship conflict at CCB. The finding implies that more information sharing will moderate relationship conflict at CCB.

Hypothesis 8: Information sharing has a low negative relationship with task conflict at CCB. The finding implies that more information sharing will moderate task conflict at CCB.

Hypothesis 9: Value diversity has a medium positive relationship with relationship conflict at CCB. The finding implies that more value diversity will cause task conflict at a medium level at CCB.

Hypothesis 10: Value diversity has a medium positive relationship with task conflict in CCB. The finding implies that more value diversity will cause more task conflict at CCB.

Hypothesis 11: Relationship conflict has a low negative relationship with team performance at CCB. The finding implies that more relationship conflict will defeat team performance at CCB.

Hypothesis 12: Task conflict has a low negative relationship with team performance at CCB. The finding implies that more task conflict will defeat team performance at a low level at CCB.

Hypothesis 13: There is a difference in team performance between ICBC and CCB. The finding implies that CCB was approved higher team performance than ICBC.

6.1.3 Discussion and Implications

In the hypotheses testing, hypotheses 1 to 12 were analyzed by Pearson's correlation coefficient to determine whether there were relationships among the variables. The 12 hypotheses consist of two groups, group A and group B, which were used to evaluate ICBC and CCB with 6 hypotheses. The results indicate that all null hypotheses were rejected except null hypothesis 6. In other words, all the assumed relationships are significant both at ICBC and CCB, however task conflict has no relationship with team performance at ICBC.

About information sharing, the null hypotheses 1, 2, 7 and 8 were rejected, which means information sharing has a low relationship with both relationship conflict and task conflict at the two banks. The more information sharing, the less task conflict and relationship conflict occur.

Among the four hypotheses, the highest r-value is hypothesis 1 ($r\text{-value} = -.342$), that is information sharing has a low negative relationship with relationship conflict at ICBC; the lowest r-value is hypothesis 4 ($r\text{-value} = -.191$), that is information sharing has a low negative relationship with task conflict at CCB. The low correlation value indicates that information sharing can moderate conflicts at both banks, however the effect is very weak. Especially at CCB, the reducing effect of task conflict is the weakest one.

Moye & Langfred (2005) found that the more information sharing there is, the less relationship conflict. On the other hand, the team with less information sharing normally appears to have more relationship conflict. At ICBC and CCB, information sharing has been implemented nice, the average mean of information sharing at ICBC

is 5.10, and 5.28 at CCB, which indicates that employees consider they can easily share information in teams.

Information sharing also has a conflict-reducing effect. Hackman, (1990), Schwenk & Valacich, (1994), Stasser & Titus, (1987) revealed that information sharing can improve effective decision making, mistake reduction, and error prevention. These researches indicated that effective decision plays a critical role to the likelihood of conflict.

Moye & Langfred (2005) mentioned that Information sharing is able to increase task conflict when a team is initial period. At the time a team is built, many diversified opinions, statements, working standards, requirements referred to the tasks are at play since team members are not familiar with other coworkers. However, the teams at the two banks are established teams that have passed initial phase. Therefore, the results do not show that the conflict-inducing effect, but a conflict-reducing effecting real.

As to value diversity, the null hypotheses 3, 4, 9 and 10 were all rejected. The results of the correlation indicate that value diversity enhance conflicts at different level is at the two banks. The more value diversity in a team, the more task conflicts and relationship conflicts arise. Even the correlation of hypothesis 3 is 0.394, which means the value diversity has a low positive relationship with relationship conflicts at ICBC; the correlation of hypothesis 4 is 0.609, which means value diversity has a medium positive relationship with task conflicts at ICBC. The correlation of hypothesis 9 is 0.593, which means value diversity has a medium level positive relationship with relationship conflicts at CCB. The correlation of hypothesis 10 is 0.560, which means value diversity has a medium positive relationship with task conflicts at CCB.

Jehn (1994) and Pelled (1996) mentioned that if the team has identical value, that team will have less conflict. Moreland & Myaskovsky (2000) argued that value diversity may lead to task conflicts. Because of distinct perception or understanding,

when people are cooperating, different ideas are run upon which leads to task conflicts. Amason and Schweiger (1994) also found that strongly opposed argument may lead to negative emotion and destroy harmony in groups. In Liang and Liu's (2007) research, value diversity has been founded to definitely enhance relationship conflict, but there is no significant relationship between value diversity and task conflict. In this study, value diversity significantly enhances both relationship conflict and task conflict which are harmful to ICBC and CCB. Accordingly, value diversity should be reduced.

Regarding Conflicts, the null hypotheses 5, 11, 12 were all rejected and the null hypothesis 6 failed to be rejected. The results indicate that that relationship has a low negative relationship with team performance at ICBC, but task conflict has no relationship with team performance. At CCB, both relationship conflict and task conflict have a low negative relationship with team performance.

Jehn and Mannix (2001) recognized that high-performing groups always go with low levels of relationship conflict and that low-performing groups experience, high relationship conflicts especially in the ending phase of team projects. There a great number of scholars advocating that task conflict is more functional than relationship conflict (McShane & Von Glinow, 2000; Jehn, 1994, 1995; Nijdam, 1998). Amason & Schweiger, (1997), Simons & Peterson (2000), Van de Vliert & De Dreu (1994), they all argued that task conflict can positively improve team performance. However, the results are not identical.

In contrast, previous studies found that relationship conflict are negatively related to team performance (Amason, 1996; Amason & Mooney, 1999; DeChurch & Marks, 2000; Vries, 1998; Gardner, 1998; etc.), which is similar to hypotheses 5 and 11. Yet some academics have opposite results: relationship conflicts have positive relationships with team performance (Barsade, Ward, Turner, & Sonnenfeld 2000, De Dreu & Van Vianen 2001, Jackson & Peterson 2001, Nijdam 1998, etc.).

As to task conflict, there is some research with findings as similar to hypothesis 12, which is task conflict has a negative relationship with team performance (Amason, 1996; Amason & Mooney, 1999; DeChurch & Marks, 2000; De Vries, 1998 and Gardner, 1998). Meanwhile, Pelled, Eisenhardt, & Xin (1999) Kurtzberg (2000) had a finding similar to that in hypothesis 6, which is task conflict has no relationship with team performance.

Hypothesis 13 was tested by using Independent t-test to find out whether there as a difference in team performance at ICBC and CCB. The average mean of team performance of ICBC is 5.09, which is lower than CCB (mean=5.36). Besides, the comparison of ratio of return on average asset (ROA) between ICBC and CCB (figure 1.3) shows the ROA at CCB in 2008 is 1.31%, ICBC ROA is 1.21% lower than at CCB. According to the finding of hypothesis 13, CCB ROA being higher than ICBC ROA is reasonable. Since CCB has a higher team performance than ICBC. Despite the population of this study is in Kunming, it surely can represent the entire enterprise. Since organization performance is influenced by organization culture. Therefore, the finding of this study, that CCB has a better team performance than ICBC can be one of the answer why CCB got a higher ROA than ICBC.

6.2 Conclusions

This research investigated the relationships among variables (information sharing, value diversity, relationship conflict, task conflict, and team performance), and compared team performance at two banks in the People's Republic of China (PRC), Kunming. There are three conclusions of the research, one about relationships among variables at ICBC, another about the relationships among variables in CCB, and the third about comparison ICBC and CCB.

At ICBC, information sharing has a low negative relationship with relationship conflict ($r\text{-value} = -.342$) and task conflict ($r\text{-value} = -.333$). Value diversity has a low positive relationship with relationship conflict ($r\text{-value} = .394$) and a medium positive

relationship with task conflict ($r\text{-value}=.609$). Relationship conflict has a low negative relationship with team performance ($r\text{-value}=-.191$), task conflict has no relationship with team performance.

At CCB, information sharing has a low negative relationship with relationship conflict ($r\text{-value}=-.339$) and task conflict ($r\text{-value}=-.190$). Value diversity has a medium positive relationship with relationship conflict ($r\text{-value}=.593$) and a medium positive relationship with task conflict ($r\text{-value}=.560$). Relationship has a low negative relationship with team performance ($r\text{-value}=-.268$), task conflict has a low positive relationship with team performance ($r\text{-value}=-.155$).

When comparing ICBC and CCB, the most different result is the relationship between team performance and task conflict. It is not significant in ICBC, but significant at CCB. Secondly, information sharing moderates conflicts more effectively at ICBC than at CCB,

Regarding information sharing, it moderates the two conflicts more effectively at ICBC than at CCB. At ICBC, the correlations of information sharing with the two conflicts are similar ($r\text{-value of relationship conflict}=-.342$, $r\text{-value of task conflict}=-.333$). However, at CCB the correlation of information sharing vs. task conflict ($r\text{-value}=-.190$) is weaker than correlation of information sharing vs. relationship conflict ($r\text{-value}=-.339$).

Value diversity, at CCB, appears balanceable. The stimulative effects for relationship conflict and task conflict are analogous ($r\text{-value of value diversity vs. relationship conflict}=.593$, $r\text{-value of value diversity vs. task conflict}=.560$). In ICBC, obviously value diversity is more irritative to task conflict than relationship conflict ($r\text{-value of value diversity vs. relationship conflict}=.394$, $r\text{-value of value diversity vs. task conflict}=.609$).

The team performances at both banks are not sensitive to conflicts. The correlations of conflicts vs. team performance are quite low, and the relationship of

task conflict and team performance at ICBC is not significant. Besides, conflicts act as negative factor to team performance. This means that the biggest state owned banks treat conflict as detrimental to team performance. Based on the descriptive analysis of the variables, the average mean of all conflicts are less than 3.00, which means few relationship conflicts and task conflicts happen. Therefore, employees avoid conflicts when working.

6.3 Recommendations

Based on the findings of the research, the ambiguous conflicts-team performance's effects have been cleared. Conflicts are harmful to team performance. Both relationship conflicts and task conflicts negatively impact team performance. Conflicts should be prevented and avoided. Secondly, information sharing can reduce both task and relationship conflicts somewhat. Value diversity promotes conflicts mildly.

Based on the findings of hypothesis 3 and 4, value diversity should be enhanced modestly at ICBC, even though value diversity leads to conflicts. Because, two conflicts slightly affect team performance, and task conflicts is not significantly linked to team performance, relationship conflict has a low level negative correlation with team performance. Besides, value diversity contributes to having different opinions and providing options which are key factors to make decisions and prevent mistakes. Therefore, even if ICBC modestly enhance value diversity, team performance will not be impacted by conflict. But, if value diversity is enhanced too much task conflicts will emerge and accumulate and team performance will be harmed as the relationship conflict slightly harms team performance that can not be ignored. Over-enhanced value diversity, however, will most certainly cause a great deal of relationship conflict which is destructive to team performance.

CCB is a different case. CCB should reduce the exiting value diversity level. Value diversity promotes conflicts, which have a medium positive correlation between both conflicts. Both relationship conflicts and task conflicts have a low

negative correlation with team performance, which is higher than at ICBC. Thus, CCB should consider reducing conflicts and value diversity to acquire value congruence which can moderate task conflict and relationship conflict (Jehn, 1997). This is the way to reduce conflicts from value diversity. Moreover, if consider information sharing's conflict-reducing effort, which reduces conflicts and moderate value diversity's conflict-inducing effort, CCB can maintain value diversity at a proper level, a proper level value diversity is good to hear different opinion, contributes to quality decision making; and avoid mistakes.

According to the findings of hypotheses 1, 2, 7 and 8, which are information sharing has an opposite relationship with task conflict and relationship conflict, information sharing should be improved definitely. Both at ICBC or at CCB, information sharing has a conflict-reducing effects, it is the primary mechanism to reduce conflicts. The two banks should be in an effort to encourage team members keep one another up to date on their activities; ensure team members are kept "in the loop" about key issues affecting work-unity. Teams could then immediately respond and make decisions as members receive identical information.

6.4 Further Research

Further research should be considered in the following areas:

This research primary focuses on conflict-team performance models to investigate the relationships among variables (information sharing, value diversity, relationship conflict, task conflict, team performance) at ICBC and CCB. For further studies, other factors, like communication openness, demographic factors, trust and other theories, such as the relationship between task conflict and relationship conflict, will be used.

Further research can differentiate respondents by team type, managerial level, department, and position or any shared characteristic. Conflict can differently affect

various teams. Conflict in high level management team is more useful than in low-level team. Because, high-level teams work with new issue, there is no right or wrong answers until the consequences come out. Conflict, especially task conflict is beneficial to generate rational decisions. Low-level teams face routine work, in which right or wrong is judged by rules. Thus, conflict seems destructive.

ICBC and CCB, are the two biggest state-owned banks in P.R.C.. In contrast to private banks, state-owned organizations have less enthusiasm about task, and less pressure. As challenger, the private banks must struggle to survive and grow. Therefore, private banks must have a distinctive organization culture and spirit from state-owned banks. Thus, how conflict is treated at private banks is another topic for further research, as are foreign banks in P.R.C..



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Appendix—A

Questionnaire

(English Version)



This is a survey for Assumption University MBA Graduate student's research, thanks for answering our questions. Your cooperation is the greatest support.

Based on your experience, compared with the very best team you have ever worked with, please indicate how often you rely on each of the following tactics by circling the number that you feel is most appropriate.

1=Strongly Disagree 2=Disagree 3= Slightly Disagree

4= Neutral 5=Slightly Agree 6= Agree 7= Strongly Agree

Section

Part I : Question about team performance

1	My team finishes a mission always get output more than input.	1	2	3	4	5	6	7
2	My team always performs successfully.	1	2	3	4	5	6	7
3	My group always obey work schedule.	1	2	3	4	5	6	7
4	My group was known by excellent working.	1	2	3	4	5	6	7

Part II : Question about relationship conflict

5	There are a lot of tensions in my work group.	1	2	3	4	5	6	7
6	My work group people often get angry.	1	2	3	4	5	6	7
7	There is a lot of emotional conflict in your work group.	1	2	3	4	5	6	7

Part III: Questions about task conflict

8	My work group often has conflict of ideas.	1	2	3	4	5	6	7
9	I always have disagreements with your work group about the task of the project.	1	2	3	4	5	6	7
10	People argue a lot about how work should be done.	1	2	3	4	5	6	7
11	People argue a lot about which work should be done.	1	2	3	4	5	6	7
12	People argue a lot about when the work should be done.	1	2	3	4	5	6	7

Part IV: Questions about information sharing

13	Information used to make key decisions is freely shared among the members of the team.	1	2	3	4	5	6	7
14	Team members work hard to keep one another up to date on their activities.	1	2	3	4	5	6	7
15	Team members are kept "in the loop" about key issues affecting the business unit.	1	2	3	4	5	6	7

Part V: Questions about value diversity

16	I often have different viewpoints with my group members.	1	2	3	4	5	6	7
17	In my workgroup members there are some guy whose behavior I don't like.	1	2	3	4	5	6	7
18	My group members often have misunderstanding with me.	1	2	3	4	5	6	7
19	My group members rarely understand me.	1	2	3	4	5	6	7
20	My group people often have conflicting opinions about the project.	1	2	3	4	5	6	7

Part VI: Demographic profile of the Respondents

Please check or supply the appropriate data:

21. Gender

☐ Male

☐ Female

22. Age

- ☐ 22 below ☐ 22-30 ☐ 31-40 ☐ 41-50 ☐ 50 above

23. Educational background

- ☐ Bachelor below ☐ Bachelor ☐ Master ☐ Doctor

24. Income per month

- ☐ 1000 RMB below ☐ 1000-1999 RMB ☐ 2000-2999 RMB
☐ 3000-3999 RMB ☐ 4000-4999 RMB ☐ 5000-5999 RMB
☐ 6000-6999 RMB ☐ 7000-7999 RMB ☐ 8000 RMB above

25. How many members in your group

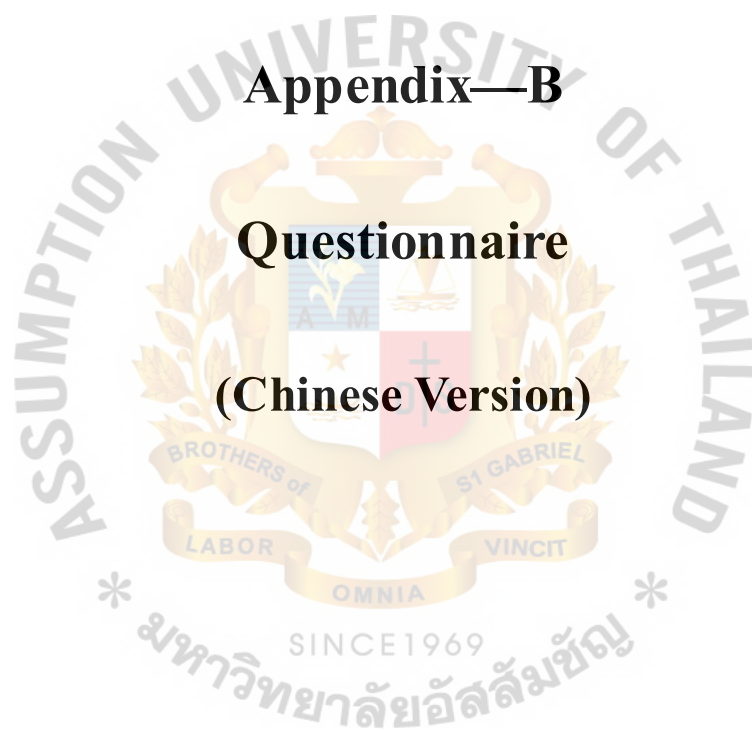
- ☐ 2-5 ☐ 6-10 ☐ 11-15
☐ 16-20 ☐ 20 above

26. What is the major communication method in your group

- ☐ Face-to-face ☐ Telephone ☐ Video-conference
☐ Email or online chatting program (QQ , MSN)

The information you provided are very much appreciated

Thank you very much.



这是一份泰国易三仓大学 MBA 研究生的关于“银行工作人员团队合作绩效与团队内部矛盾的关系”研究的数据收集。作为一个重要的数据提供者，我们非常感谢您的参与和支持。

第一部分： 团队绩效影响因素

根据您的经验，请就您曾经工作过的最好团队，回答以下的问题

请您打出对下表语句的看法，

1=强烈反对 2=反对 3= 略微反对 4=无所谓
5=略微同意 6= 同意 7= 极其同意

Part I：团队绩效

		极其反对←→极其同意						
1	我的工作团队通常能够做到产出大于投入	1	2	3	4	5	6	7
2	我的工作组通常表现得很成功	1	2	3	4	5	6	7
3	我的工作组通常能够实现工作计划	1	2	3	4	5	6	7
4	我的工作组以杰出的工作能力而为人所知	1	2	3	4	5	6	7

Part II：关系冲突

		极其反对←→极其同意						
5	我的工作组成员之间关系很紧张	1	2	3	4	5	6	7
6	我的工作组成员经常生气，发火	1	2	3	4	5	6	7
7	在我的工作组里有很多情绪冲突发生	1	2	3	4	5	6	7

Part III: 工作任务冲突

		极其反对←→极其同意						
8	我的工作组经常出现观点、意见上的争执	1	2	3	4	5	6	7
9	在工作上，我经常对组员提出反对意见	1	2	3	4	5	6	7
10	在工作上，我的组员经常有不同的想法和意见	1	2	3	4	5	6	7
11	工作组成员经常为怎么完成任务而吵架	1	2	3	4	5	6	7
12	工作组成员经常为应该做哪个工作而吵架	1	2	3	4	5	6	7
13	工作组成员经常为工作应该什么时候完成而争吵	1	2	3	4	5	6	7

Part IV: 信息共享

		极其反对←→极其同意						
14	团队成员可以自由地分享到涉及重要决定的信息	1	2	3	4	5	6	7
15	团队成员努力相互提供最新资料	1	2	3	4	5	6	7
16	团队成员通常都知道影响工作单位的重要事件	1	2	3	4	5	6	7

Part V: 价值观多元化

		极其反对←→极其同意						
17	我经常会有不同于其他成员的想法	1	2	3	4	5	6	7
18	工作组中的某些人就是令我不喜欢、看不顺眼	1	2	3	4	5	6	7
19	成员们经常曲解了我的意思	1	2	3	4	5	6	7
20	我在组里很少能得到别人的理解	1	2	3	4	5	6	7

第二部分： 个人信息

21.性别

- ☐ 男性 ☐ 女性

22. 年龄

- ☐ 22 以下 ☐ 22-30 ☐ 31-40 ☐ 41-50 ☐ 50 以上

23. 教育背景

- ☐ 本科以下 ☐ 本科 ☐ 硕士 ☐ 博士

24. 月收入情况

- ☐ 1000 元以下 ☐ 1000-1999 元 ☐ 2000-2999 元
☐ 3000-3999 元 ☐ 4000-4999 元 ☐ 5000-5999 元
☐ 6000-6999 元 ☐ 7000-7999 元 ☐ 8000 元以上

25. 工作团队规模

您所在的工作团队（工作组）由多少成员构成？

- ☐ 2-5 人 ☐ 6-10 人 ☐ 11-15 人
☐ 16-20 人 ☐ 20 人以上

26. 团队内部沟通方式

在工作中您和其他成员主要是通过什么方式交流的

- ☐ 面对面交流 ☐ 电话交流 ☐ 视频交流
☐ 电子邮件 或 在线聊天软件 （例如 QQ ， MSN）

非常感谢您的合作，祝您工作顺利



Appendix—C

Pretesting Result

1. Team performance

Reliability Statistics

Cronbach's Alpha	N of Items
.818	4

2. Relationship conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.848	3

3. Task conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.795	6

4. Information sharing

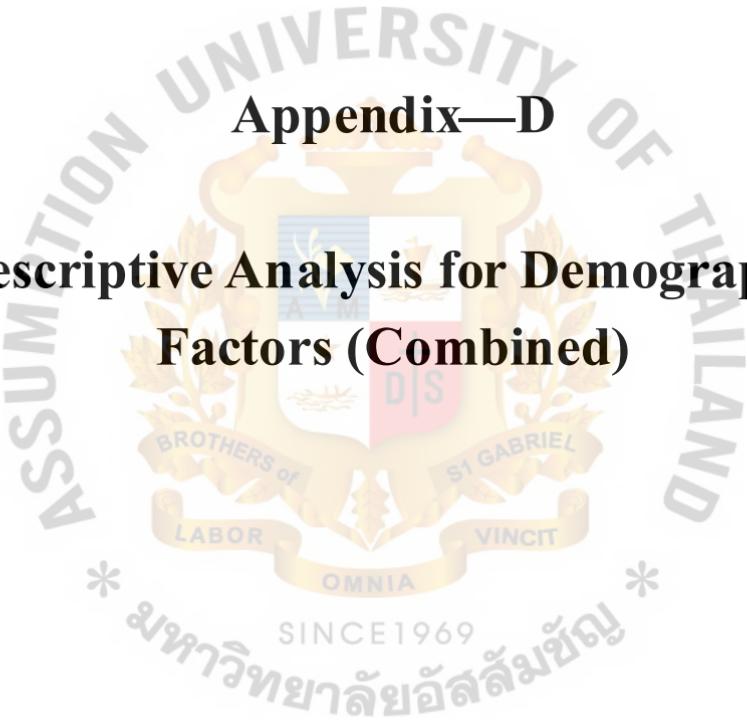
Reliability Statistics

Cronbach's Alpha	N of Items
.805	3

5. Value diversity

Reliability Statistics

Cronbach's Alpha	N of Items
.889	4

The background of the page features a large, faint watermark of the Assumption University of Thailand logo. The logo is circular, with the text "ASSUMPTION UNIVERSITY OF THAILAND" around the top and "มหาวิทยาลัยอัสสัมชัญ" around the bottom. In the center is a shield with a crown on top, flanked by two figures. The shield is divided into four quadrants with different colors and symbols. Below the shield is a banner with the text "LABOR OMNIA VINCIT".

Appendix—D

**Descriptive Analysis for Demographic
Factors (Combined)**

Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	204	51.0	51.0	51.0
	Female	196	49.0	49.0	100.0
	Total	400	100.0	100.0	

Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 below	17	4.3	4.3	4.3
	22 to 30	226	56.5	56.5	60.8
	31 to 40	118	29.5	29.5	90.3
	41 to 50	30	7.5	7.5	97.8
	50 above	9	2.3	2.3	100.0
	Total	400	100.0	100.0	

Education Background

Education background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor below	99	24.8	24.8	24.8
	Bachelor	249	62.3	62.3	87.0
	Master	46	11.5	11.5	98.5
	PHD	6	1.5	1.5	100.0
	Total	400	100.0	100.0	

Income Per Month

Income per month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1000 RMB below	22	5.5	5.5	5.5
	1000-1999 RMB	98	24.5	24.5	30.0
	2000-2999 RMB	142	35.5	35.5	65.5
	3000-3999 RMB	72	18.0	18.0	83.5
	4000-4999RMB	36	9.0	9.0	92.5
	5000-5999 RMB	19	4.8	4.8	97.3
	6000-6999 RMB	5	1.3	1.3	98.5
	7000-7999 RMB	2	.5	.5	99.0
	8000 RMB above	4	1.0	1.0	100.0
	Total	400	100.0	100.0	

Number of Team Members

number of team members

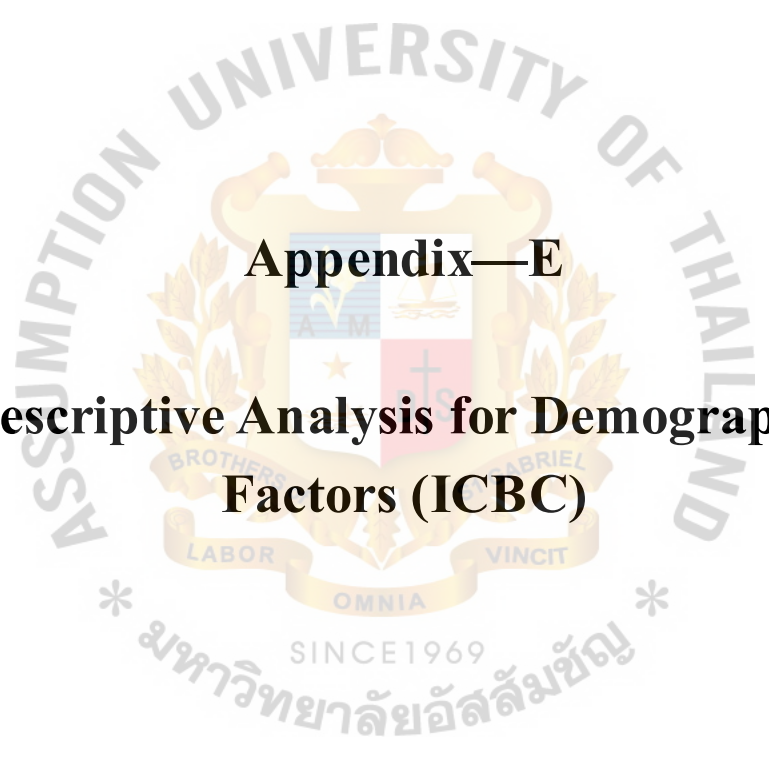
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 5	108	27.0	27.0	27.0
	6 to 10	171	42.8	42.8	69.8
	11 to 15	45	11.3	11.3	81.0
	16 to 20	21	5.3	5.3	86.3
	20 above	55	13.8	13.8	100.0
	Total	400	100.0	100.0	

Communication Method

communication method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	face to face	338	84.5	84.5	84.5
	telephone	28	7.0	7.0	91.5
	vidio conference	3	.8	.8	92.3
	email or online charting program	31	7.8	7.8	100.0
	Total	400	100.0	100.0	



The background of the page features a large, faint watermark of the Assumption University of Thailand logo. The logo is circular, with the text "ASSUMPTION UNIVERSITY OF THAILAND" around the top and "มหาวิทยาลัยอัสสัมชัญ" (Mahavithayalai Assumption) around the bottom. In the center is a shield with a crown on top, flanked by two figures. The shield is divided into four quadrants: top-left (blue with a white cross), top-right (red with a white cross), bottom-left (white with a blue cross), and bottom-right (red with a white cross). A banner at the bottom of the shield reads "LABOR OMNIA VINCIT".

Appendix—E

Descriptive Analysis for Demographic Factors (ICBC)

Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	96	48.0	48.0	48.0
	Female	104	52.0	52.0	100.0
	Total	200	100.0	100.0	

Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 below	11	5.5	5.5	5.5
	22 to 30	111	55.5	55.5	61.0
	31 to 40	66	33.0	33.0	94.0
	41 to 50	11	5.5	5.5	99.5
	50 above	1	.5	.5	100.0
	Total	200	100.0	100.0	

Education Background

Education background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor below	43	21.5	21.5	21.5
	Bachelor	136	68.0	68.0	89.5
	Master	20	10.0	10.0	99.5
	PHD	1	.5	.5	100.0
	Total	200	100.0	100.0	

Income Per Month

Income per month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1000 RMB below	2	1.0	1.0	1.0
	1000-1999 RMB	45	22.5	22.5	23.5
	2000-2999 RMB	60	30.0	30.0	53.5
	3000-3999 RMB	42	21.0	21.0	74.5
	4000-4999RMB	26	13.0	13.0	87.5
	5000-5999 RMB	16	8.0	8.0	95.5
	6000-6999 RMB	3	1.5	1.5	97.0
	7000-7999 RMB	2	1.0	1.0	98.0
	8000 RMB above	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Number of Team Members

number of team members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 5	58	29.0	29.0	29.0
	6 to 10	78	39.0	39.0	68.0
	11 to 15	20	10.0	10.0	78.0
	16 to 20	11	5.5	5.5	83.5
	20 above	33	16.5	16.5	100.0
	Total	200	100.0	100.0	

Communication Method
communication method

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid face to face	152	76.0	76.0	76.0
telephone	20	10.0	10.0	86.0
video conference	3	1.5	1.5	87.5
email or online charting program	25	12.5	12.5	100.0
Total	200	100.0	100.0	



Appendix—F

Descriptive Analysis for Demographic Factors (CCB)



Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	108	54.0	54.0	54.0
	Female	92	46.0	46.0	100.0
	Total	200	100.0	100.0	

Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 below	6	3.0	3.0	3.0
	22 to 30	115	57.5	57.5	60.5
	31 to 40	52	26.0	26.0	86.5
	41 to 50	19	9.5	9.5	96.0
	50 above	8	4.0	4.0	100.0
	Total	200	100.0	100.0	

Education Background

Education background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor below	56	28.0	28.0	28.0
	Bachelor	113	56.5	56.5	84.5
	Master	26	13.0	13.0	97.5
	PHD	4	2.0	2.0	99.5
	5	1	.5	.5	100.0
	Total	200	100.0	100.0	

Income Per Month

Income per month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1000 RMB below	20	10.0	10.0	10.0
	1000-1999 RMB	53	26.5	26.5	36.5
	2000-2999 RMB	82	41.0	41.0	77.5
	3000-3999 RMB	30	15.0	15.0	92.5
	4000-4999RMB	10	5.0	5.0	97.5
	5000-5999 RMB	3	1.5	1.5	99.0
	6000-6999 RMB	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Number of Team Members

number of team members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 5	50	25.0	25.0	25.0
	6 to 10	93	46.5	46.5	71.5
	11 to 15	25	12.5	12.5	84.0
	16 to 20	10	5.0	5.0	89.0
	20 above	22	11.0	11.0	100.0
	Total	200	100.0	100.0	

Communication Method

communication method

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid face to face	186	93.0	93.0	93.0
telephone	8	4.0	4.0	97.0
email or online charting program	6	3.0	3.0	100.0
Total	200	100.0	100.0	



Appendix—G

Descriptive Analysis for Variables
(ICBC)



1. Relationship conflict

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There are a lot of tensions in my work group.	200	1	7	2.56	1.606
My work group people often get angry.	200	1	6	2.36	1.288
There is a lot of emotional conflict in your work group.	200	1	6	2.28	1.131
MeanRC	200	1	6	2.40	1.139
Valid N (listwise)	200				

2. Task conflict

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My work group often has conflict of ideas.	200	1	7	3.27	1.413
I always have disagreements with my work group about the task of the project.	200	1	6	3.04	1.417
People argue a lot about how work should be done.	200	1	7	2.43	1.274
People argue a lot about which work should be done.	200	1	6	2.27	1.223
People argue a lot about when the work should be done.	200	1	7	2.26	1.205
MeanTC	200	1	5	2.65	.968
Valid N (listwise)	200				

3. Information sharing

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Information used to make key decisions is freely shared among the members of the team.	200	1	7	4.85	1.569
Team members work hard to keep one another up to date on their activities.	200	1	7	5.22	1.276
Team members are kept "in the loop" about key issues affecting the business unit.	200	2	7	5.24	1.077
MeanIS	200	2	7	5.10	1.073
Valid N (listwise)	200				

4. Value diversity

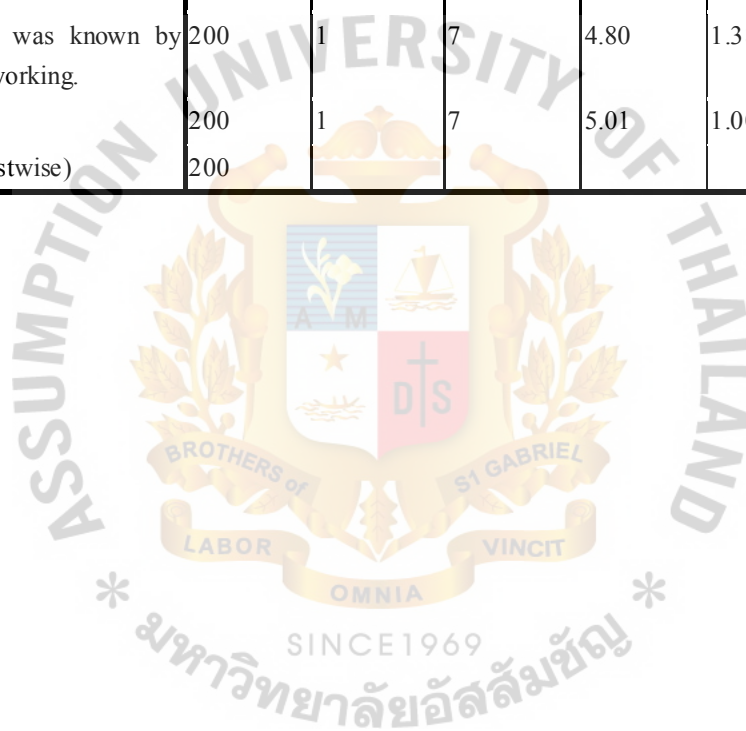
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My group people often have conflicting opinions about the project.	200	1	7	4.06	1.513
I often have different viewpoints with my group member.	200	1	7	4.64	1.490
In my workgroup members there are some guy whose behavior I don't like.	200	1	7	3.52	1.742
My group members often have misunderstanding with me.	200	1	6	2.96	1.429
My group members rarely understand me.	200	1	7	2.58	1.498
MeanVD	200	1	6	3.55	.972
Valid N (listwise)	200				

5. Team performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My team finishes a mission always get output more than input.	200	1	7	4.70	1.433
My team always performs successfully.	200	1	7	5.17	1.080
My group always obey work schedule.	200	1	7	5.37	1.162
My group was known by excellent working.	200	1	7	4.80	1.382
MeanTP	200	1	7	5.01	1.008
Valid N (listwise)	200				



Appendix—H

Descriptive Analysis for Variables (CCB)



1. Relationship conflict

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There are a lot of tensions in my work group.	200	1	7	2.42	1.511
My work group people often get angry.	200	1	7	2.42	1.502
There is a lot of emotional conflict in your work group.	200	1	7	2.51	1.480
MeanRC	200	1	7	2.45	1.282
Valid N (listwise)	200				

2. Task conflict

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My work group often has conflict of ideas.	200	1	7	3.45	1.600
I always have disagreements within your work group about the task of the project.	200	1	7	3.06	1.488
People argue a lot about how work should be done.	200	1	7	2.59	1.440
People argue a lot about which work should be done.	200	1	7	2.36	1.415
People argue a lot about when the work should be done.	200	1	7	2.50	1.534
MeanTC	200	1	6	2.79	1.118
Valid N (listwise)	200				

3. Information sharing

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Information used to make key decisions is freely shared among the members of the team.	200	1	7	5.06	1.529
Team members work hard to keep one another up to date on their activities.	200	1	7	5.37	1.335
Team members are kept "in the loop" about key issues affecting the business unit.	200	1	7	5.39	1.295
MeanIS	200	2	7	5.28	1.119
Valid N (listwise)	200				

4. Value diversity

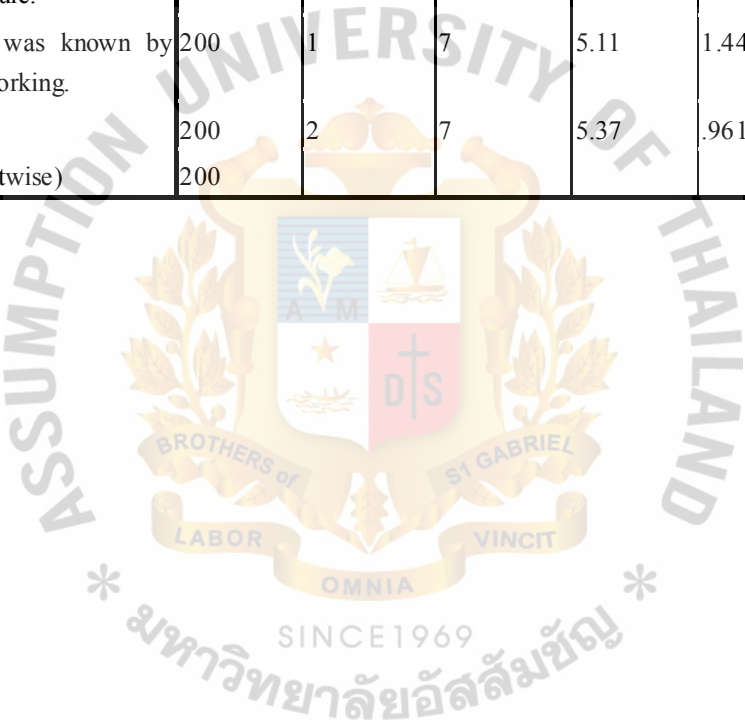
Descriptive Statistics

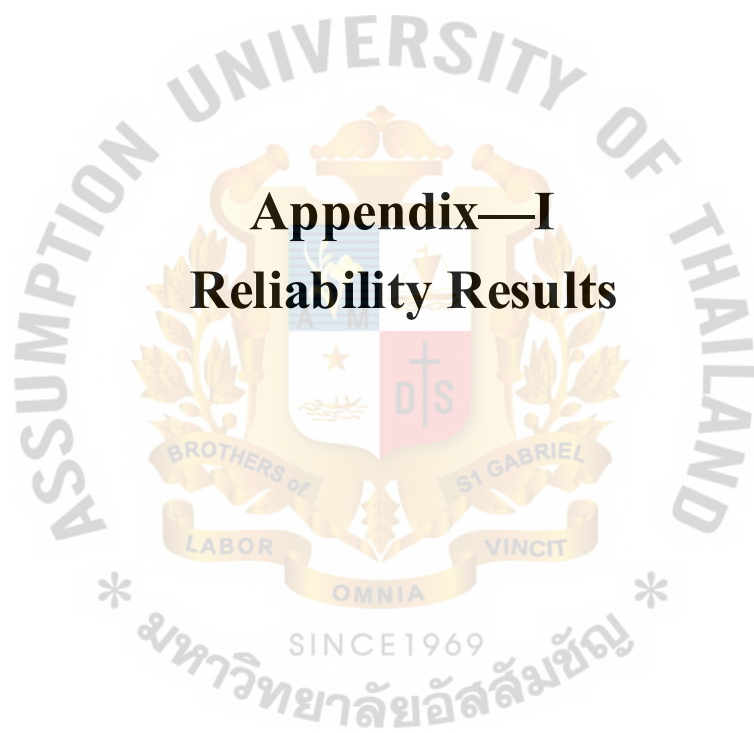
	N	Minimum	Maximum	Mean	Std. Deviation
I often have different viewpoints with my group members	200	1	7	4.70	1.439
In my workgroup members there are some guy whose behavior I don't like.	200	1	7	3.11	1.676
My group members often have misunderstanding with me.	200	1	6	2.85	1.444
My group members rarely understand me.	200	1	7	2.58	1.521
My group people often have conflicting opinions about the project.	200	2	7	4.61	1.594
MeanVD	200	1	6	3.57	.960
Valid N (listwise)	200				

5. Team performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My team finishes a mission always get more output than input.	200	1	7	5.42	1.412
My team always performs successfully.	200	2	7	5.39	1.160
My group always obey work schedule.	200	1	7	5.54	1.124
My group was known by excellent working.	200	1	7	5.11	1.447
MeanTP	200	2	7	5.37	.961
Valid N (listwise)	200				





Appendix—I Reliability Results

1. Team Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.767	4

2. Relationship Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.804	3

3. Task Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.799	5

4. Information Sharing

Reliability Statistics

Cronbach's Alpha	N of Items
.735	3

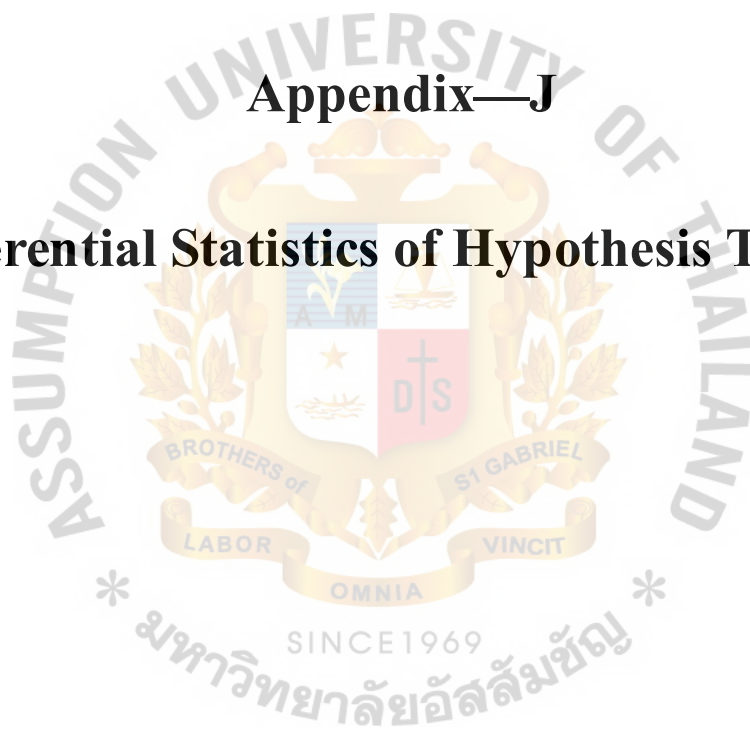
5. Value Diversity

Reliability Statistics

Cronbach's Alpha	N of Items
.610	5

Appendix—J

Inferential Statistics of Hypothesis Testing



1. Hypothesis 1

Correlations

		MeanRC	MeanIS
MeanRC	Pearson Correlation	1	-.342**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.342**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

2. Hypothesis 2

Correlations

		MeanTC	MeanIS
MeanTC	Pearson Correlation	1	-.333**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.333**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

3. Hypothesis 3

Correlations

		MeanRC	MeanVD
MeanRC	Pearson Correlation	1	.394**
	Sig. (2-tailed)		.000
	N	200	200
MeanVD	Pearson Correlation	.394**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

4. Hypothesis 4

Correlations

		MeanVD	MeanTC
MeanVD	Pearson Correlation	1	.609**
	Sig. (2-tailed)		.000
	N	200	200
MeanTC	Pearson Correlation	.609**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

5. Hypothesis 5

Correlations

		MeanTP	MeanRC
MeanTP	Pearson Correlation	1	-.191**
	Sig. (2-tailed)		.007
	N	200	200
MeanRC	Pearson Correlation	-.191**	1
	Sig. (2-tailed)	.007	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

6. Hypothesis 6

Correlations

		MeanTP	MeanTC
MeanTP	Pearson Correlation	1	-.131
	Sig. (2-tailed)		.065
	N	200	200
MeanTC	Pearson Correlation	-.131	1
	Sig. (2-tailed)	.065	
	N	200	200

7. Hypothesis 7

Correlations

		MeanRC	MeanIS
MeanRC	Pearson Correlation	1	-.339**
	Sig. (2-tailed)		.000
	N	200	200
MeanIS	Pearson Correlation	-.339**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

8. Hypothesis 8

Correlations

		MeanIS	MeanTC
MeanIS	Pearson Correlation	1	-.190**
	Sig. (2-tailed)		.007
	N	200	200
MeanTC	Pearson Correlation	-.190**	1
	Sig. (2-tailed)	.007	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

9. Hypothesis 9

Correlations

		MeanRC	MeanVD
MeanRC	Pearson Correlation	1	.593**
	Sig. (2-tailed)		.000
	N	200	200
MeanVD	Pearson Correlation	.593**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

10. Hypothesis 10

Correlations

		MeanVD	MeanTC
MeanVD	Pearson Correlation	1	.560**
	Sig. (2-tailed)		.000
	N	200	200
MeanTC	Pearson Correlation	.560**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

11. Hypothesis 11

Correlations

		MeanRC	MeanTP
MeanRC	Pearson Correlation	1	-.268**
	Sig. (2-tailed)		.000
	N	200	200
MeanTP	Pearson Correlation	-.268**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

12. Hypothesis 12

Correlations

		MeanTP	MeanTC
MeanTP	Pearson Correlation	1	-.155*
	Sig. (2-tailed)		.028
	N	200	200
MeanTC	Pearson Correlation	-.155*	1
	Sig. (2-tailed)	.028	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

13. Hypothesis 13

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
				95% Confidence Interval of the Difference						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
MeanTP2	Equal variances assumed	.090	.764	-2.790	398	.006	-.27250	.09769	-.46454	-.08046
	Equal variances not assumed			-2.790	397.598	.006	-.27250	.09769	-.46454	-.08046