

Diversity in Team Composition, Relationship Conflict and Team Performance in Jordanian Pharmaceutical Companies

Niveen M. Al-Sayyed

Dept. of Business Management, The University of Jordan PO Box 11942, Amman-Jordan

Taghrid S. Suifan

Dept. of Business Management, The University of Jordan PO Box 11942, Amman-Jordan

E-mail of the corresponding author: n.alsayed@ju.edu.jo

Abstract

The purpose of this research is to investigate whether diversity in team composition leads to relationship conflict, and thereby leading to lower team performance in Jordanian pharmaceutical. Multiple regression modeling was applied to data which was obtained from a survey among 250 team members from different Jordanian pharmaceutical companies. An inverse relationship was found between diversity in team composition and team performance while it was positive with relationship conflict. The relationship conflict had partially mediating effect on the relationship between diversity in team composition and team performance.

Keywords: Team, team composition, relationship conflict, team performance, Jordanian pharmaceutical companies.

1. Introduction

Working in a rapidly changing complex environment forced the organizations to find more flexible adaptable business structure. Team based work structure is found to be one of the best means to achieve this flexibility and versatility (Mishra and Mahanty, 2014; Peters and Karren, 2009). Using teams consisting of members with varying abilities and backgrounds is becoming a growing practice in modern organizations (EunsungLee, 2013). Building such effective teams is easier said than done. You can manage machines easily, not people. You can press buttons and get the things done by machines mechanically. Whereas managing men throws lots of challenges as they have different mindsets, emotions, egos and feelings (Rao, 2016).

Commitment is a linkage that groups may develop towards their work environment. It can be analyzed in relation to group or team work (Alsayyed 2014). Demographic differences among team members are, in general, found to encompass negative consequences for team processes such as communication and social integration (Homan *et al.*, 2008). Such characteristics may also cause problems in achieving successful collaboration by reducing team cohesion and increasing team conflict (Pazos, 2012). The present research was conducted to investigate causes and consequences of relationship conflict.

2. Research Problem

As organizations become more and more team-based, dealing with diversity constitutes a major challenge for management (P. Renato Lourenço *et al.*, 2014). Team diversity presents enormous challenges to team members, team processes and, ultimately, team outcomes (Nandula, 2015). Accordingly, managers need to recognize that differences among people that can lead to miscommunication, misunderstanding, and conflict.

Diversity in team compositions creates negative outcomes because of disagreements and conflicts that result from different beliefs and attitudes (Amason *et al.*, 2006). The majority of previous studies provided evidence that relationship conflict that arises due to disagreements between team members decrease team performance and the intent of team members to remain in the team, while some others provided less conclusive evidence (Furumo, 2009). Therefore, empirical researches examining team composition, relationship conflict and team performance could make a significant contribution to the literature.

In the above context, the purpose of the research is to investigate whether diversity in team composition leads to relationship conflict, and, consequently, relationship conflict leads to lower team performance. To fulfill this purpose a quantitative research that surveyed 250 team members in Jordanian pharmaceutical companies was conducted and a multiple regression modeling was applied to examine the hypothesized relationship.

Depending on the above discussion the study sought to answer the following question:

What is the relationship between diversity in team composition and team performance? Is this relationship mediated by relationship conflict?

3. Research objectives

The main objectives of the research are:

- To investigate the relationship between diversity in team composition and team performance.
- To investigate the relationship between diversity in team composition and relationship conflict.
- To investigate the mediating effect of relationship conflict on the relationship between diversity of team composition and team performance.

4. Literature Review

Today, diversity in team composition has become more important as it has a direct impact on the organizational performance. The diversity has received great attention in the literature (Sakuda, 2012). Wiersema and Bird, (1993) defined diversity as heterogeneity, Milliken and Martins, (1996) identifies diversity in terms of variety. Some studies found that there is no effect of diversity on performance, while others documented that diversity has positive or negative effect on performance. The purpose of this research is to clarify the effect of diversity on team performance in Jordanian pharmaceutical companies.

4.1 Diversity in team composition:

Diversity can be categorized in three dimensions:

1. Diversity of opinion which refers to differences among team members in attitudes, values or beliefs about the new venture's mission, goals and processes (Kakarika et al., 2011).
2. Diversity of expertise which reflects a wide range of expertise among team members (Miner et al., 2003).
3. Diversity of power which reflects the concentration or distribution of power and resources in the hand of team members (Harrison and Klein, 2007).

Each diversity type has different effects. First, the effects of diversity of opinions are explained by the conflict perspective and can be both positive and negative. Too much diversity of opinions, on the other hand, impedes a group's cohesion and coordination and causes maximum conflict. Second, the diversity of expertise has a positive impact on venture performance since the maximum diversity of expertise and information is essential for solving complex problems and making judgments. Finally, the effects of diversity of power are negative for venture performance because the concentration of power in one prominent member creates inequalities and triggers feelings of injustice among the remaining members (Kakarika, 2013).

Demographic diversity such as in race, gender, or age, may capture more than one dimension of diversity of opinions, expertise and power (Harrison and Klein, 2007). Gender diversity refers to the proportion of women and men within a project team. Previous research on the effects of gender diversity has been focused on teams that vary in the composition of team members (Guillaume et al., 2012). With the increasing percentage of women participating in the global labor force, work teams have become more gender diverse. Accordingly, Gender diversity and the inclusion of women in the global workforce have significantly gained in importance over the last decades (Ali, Kulik, & Metz, 2011). Gender differences are likely to reflect differences of opinions, which may help the innovation process in a start-up (Harrison and Klein, 2007).

Further, nationality differences may represent differences of perspectives, which again can be beneficial for performance. With increased globalization, national diversity has become an important characteristic of modern workforces (Pittinsky, 2010). National diversity not only plays a crucial role in global operations, but also affects local contexts (Hartog&Buengeler 2015). When team members are situated across national and organizational boundaries, they may have differing attitudes toward hierarchy and authority which may influence how they operate as a team (Zhou *et al.*, 2014). On the other hand, several potentially negative effects of national diversity exist. Nationality differences may imply divergent values, attitudes, beliefs, worldviews and social ties (Kearney & Gebert, 2009). Team members may favor those from similar backgrounds and discriminate against those from dissimilar backgrounds based on stereotypical behavioral expectations (Pieterse *et al.*, 2013). Studies have shown positive, neutral or negative effects of diversity related to nationality on team functioning and performance (Van Dijk, Van Engen, & Van Knippenberg, 2012).

Similarly, age differences may be related to power asymmetries or they could be capturing different opinions of team members that lead to frictions and worse performance, thus offsetting the positive effects of knowledge complementarity (Harrison and Klein, 2007). Age diversity has become a pressing challenge for organizations in most developed countries.

It had been found in literature that age diversity has both positive and negative effects. According to the categorization-elaboration model CEM, the primary source underlying the beneficial effects of age diversity is the improved elaboration of task-relevant information, which is defined as the exchange, discussion, integration of ideas, knowledge, and perspectives that are relevant to a team's task (Kearney *et al.*, 2009). Age diverse teams consist of team members who have accumulated diverse organizational, work, or life experiences (Kunze *et al.*, 2011), providing more variance in task-relevant perspectives and problem-solving capabilities (Kearney *et al.*, 2009).

However, according to social categorization theory, age diversity stimulates social categorization processes of team members, which inhibit the elaboration of task-relevant information and perspectives (Van Knippenberg *et al.*, 2004); Members of one age cohort have more in common and form an ingroup because they share the same social, political, and economic environments that, in turn, serve to form similar attitudes and values and increase interpersonal relationships. As a consequence, individuals interact and communicate more frequently with ingroup members and less frequently without group members.

The isolation of some age cohorts from others disrupts the information exchange and cooperation between team members and promotes prejudices or stereotyping (Wegge *et al.*, 2008).

Based in the above discussion, demographic categories may capture more than one dimension of diversity their ultimate impact may be mixed up (Harrison and Klein, 2007). Therefore the effects of diverse demographic or identity characteristics are difficult to predict and they can be positive, negative or nonexistent (Jackson *et al.*, 2003). If these differences hinder or reduce member interactions, then group outcomes may be negatively affected (Sakuda, 2012).

4.2 Relationship conflict

As discussed previously diverse teams may confront a considerable amount of intra-team conflict. The literature identifies three types of intra-team conflict, namely, relationship conflict, task conflict and process conflict (De Dreu and Weingart, 2003).

Task conflict – sometimes referred to as substantive or cognitive conflict – consists of the expression of differences in viewpoints, ideas and opinions that are directly related to the team task and its accomplishment (Jehn and Mannix, 2001). It reflects differences in viewpoints pertaining to team tasks. It may coincide with animated discussion and personal excitement but is usually devoid of the intense negative emotions commonly associated with relationship conflict. It includes differences about how task accomplishment should proceed and issues of duty and resource delegation, such as who should do what and how much responsibility each person should get. Several studies have reported that moderate levels of task conflict are beneficial to team performance (Jehn, 2013).

Process conflict is the conflict about how task accomplishment should proceed in the work unit, who's responsible for what, and how things should be delegated. Process conflict includes disagreements about assignments of duties or resources.

Relationship conflict which is referred to as affective or interpersonal conflict; it is characterized by components such as tension, friction, dislike, annoyance, frustration and irritation among team members (Jehn and Mannix, 2001). It may evoke due to interpersonal incompatibilities and frictions between team members

resulting in tension, annoyance and animosity (Furumo, 2009).

4.3 Team performance

Team performance typically focuses on task-related outcomes. Task-related outcomes are the characteristics of the outcomes such as task quality and effectiveness (Nandula, 2015). In other words, performance is an outcome which is the result of some purposeful activity (Swanson and Holton, 2009).

To perform is 'to fulfil an obligation or requirement; accomplish something as promised or expected' (American Heritage College Dictionary, 2007). Although the actual use of the term 'performance' is tightly settled in general project management body of knowledge, the terminology normally has numerous connotations depending on the context in which it is applied. Traditionally, the term has been employed to signify the outcome of actions and also to identify an individual and/ or a group being productive and/or efficient (Ahadzie et al., 2008).

High-performance work environment stresses improving the influence of the individual on the organization as well as the consequence of procedures, methods, physical environment, technology and tools that enhance teamwork (Ahadzie et al., 2008). For the success of project teams, organizations expect a higher level of team performance that leads to increased team effectiveness (such as work quality and ability to meet project goals) and efficiency (such as adherence to time schedules and budget) as well as psychosocial outcomes (such as the degree of experienced friendliness and support) (Saxena and Burmann, 2014).

There are no agreed-upon measures to evaluate team performance in the literature, some of the frequently used dimensions to evaluate team performance include multiple parameters such as adherence to time schedules (Huckman et al., 2007), adherence to budget (Faraj and Sproull 2000) and positive work experiences for team members (Staples and Webster, 2007).

5. Research Model

Based on previous studies on team diversity, and to be consistent with the objective of the research, the research model is as follows:

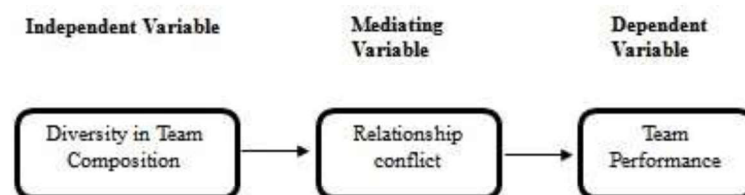


Figure 1: Research Model

5.1 Hypotheses

To achieve research objectives, the following hypotheses were formulated:

H1: There is no statistically significant relationship between diversity in team composition and team performance.

H2: There is no statistically significant relationship between diversity in team composition and relationship conflict.

H3: The relationship between diversity in team composition and team performance is not mediated by relationship conflict.

5.2 Operational Definition

Team Diversity: Team member differences in terms of sex, age or tenure as demographic diversity, which could

act as a barrier for effective team performance (Kankanhalliet al., 2006).

Relationship Conflict: Conflicts that emerge from team members' tension for real or perceived differences (De Dreu and Weingart , 2003).

Team Performance: It is the ability to meet project goals, adhere to time schedule, adhere to budget, working efficiently with a high quality (Saxena and Burmann, 2014, Huckmanet al. (2007), Faraj and Sproull 2000 and Henderson and Lee 1992).

5.3 Research Design

A quantitative research design was adopted to determine the relationship among different variables.

5.4 Research population

The research was conducted on team members at Jordanian pharmaceutical companies.

5.6 Research sample

A sample of (300) employees was selected randomly. A total of 250 usable responses resulted in 83 percent response rate. Demographics of the sample are illustrated in the below table:

Table 4 : Research sample demographics

About respondent	Frequency
Gender	
Male	118
Female	132
Age (in years)	
<25	59
26-35	167
36-45	24
Marital Status	
Single	129
Married	118
Qualification	
Diploma/ Community College	40
Bachelor	191
Master	19
Years of experience (in years)	
<5	75
5-9	120
10-15	44
> 15	11
Team Size	
≤ 4 members	75
5-10 members	113
> 10 members	60

5.7 Data collection Method

The main instrument used for primary data collection was two part, 13 items self-administered questionnaire (Refer to attachment#1). Diversity of team compositions and relationship conflict were measured using four item scale. While team performance was measured using five item scales. Responses for team composition and relationship conflict were on a five-point Likert scale ranging from (1) never to (5) always. Responses for team performance were on a five-point Likert scales ranging from (1) strongly disagree to (5) strongly agree (Nandula, 2015).

5.7.1 Reliability

The reliability was established using Cronbach's Alpha coefficient. Reliability analysis results are shown in the below table

Table 5: Cronbach's Alpha Coefficient

No.	Domains	No. of items	Cronbach's Alpha Coefficient
1	Diversity in team compositions	4	0.495
2	Relationship conflict	4	0.837
3	Team Performance	5	0.883
Questionnaire Total		13	0.661

As observed the measure on diversity in team composition had Cronbach's alpha reliability of 0.495. The measure on relationship conflict had Cronbach's alpha reliability of 0.837. The measure on team performance had Cronbach's alpha reliability of 0.811.

Results

5.7.2 Verification of the suitability of data for statistical analysis

Since we are applying statistical methods that assume normality, it was necessary to verify the suitability of data for statistical analysis.

Accordingly, Skewness test was used to determine whether the data is symmetric or skewed. If skewness value is between -1 and 1, then the distribution is symmetric. If it is more than -1 then it is skewed to the left and if it is at least 1, then it is skewed to the right. Results were illustrated in the below.

Table 6 : Normality distribution (skewness) of the study variables

No.	Variable	Skewness
1	Diversity in team Composition	-0.567
2	Relationship Conflict	0.021
3	Team Performance	-0.649

According to the results included in table (4) the skewness values range between (- 0.649) for team performance and (0.021) for relationship conflict. All these values are considered to reflect normality in an acceptable range (± 1).

5.7.3 Responses to the Study question

What is the relationship between diversity in team composition and team performance? Is this relationship mediated by relationship conflict?

To answer the above question Means, Standard deviation & Correlations among variables were determined; this is illustrated in the below table:

Analyzing items of diversity in team composition

Table 4: Means & standard deviations of diversity in team composition

no.	Items	Means	STD
1.	I collaborate with team members whose nationalities are different from mine	2.6	1.3
2.	I collaborate with team members whose age group is different from mine	3.6	1.3
3.	I collaborate with team members whose gender is different from mine	3.7	1.3
4.	I collaborate with team members whose years of experience in the current team are different from mine	3.4	1.5

Based on the above table, gender diversity with a mean of (3.7) is the most important attributes in team diversity. While national diversity has the lowest attribute with a mean of (2.6)

5.7.4 Analyzing items of relationship conflict

Table 5: Means & standard deviations of relationship conflict

no.	Items	Means	STD
1.	My team members confront each other on personal matters	3.3	1.3
2.	My team members make negative remarks about each other	3.1	1.3
3.	Some of my team members tend to ridicule others	2.9	1.4
4.	The differences experienced by my team are interpersonal-related	2.9	1.3

The highest attribute for relationship conflict is the (the confront of team members to each other on personal matters) with a mean of (3.3). Team members have low tendency to ridicule others and low interpersonal related differences with a mean of (2.9).

5.7.5 Analyzing items of team performance

Table 6: Means & standard deviations of team performance

no.	Items	Means	STD
•	My team adheres to budget	3.7	1.0
•	My team adheres to time schedules	3.6	1.1
•	My team is able to meet project goals	3.8	1.1
•	My team carries out the tasks efficiently	3.8	1.0
•	My team produces work with a high quality	4.4	0.5

Team members exhibits high performance level in general, they have low adherence to time schedule with a mean of (3.6), while they have high commitment to quality with a mean of (4.4).

5.7.6 Correlation among variables

Table 7 : Correlations results

No.	Variable	Mean	SD	1	2	3
1	Diversity in team composition	3.30	1.07	1	0.478	-0.340
2	Relationship Conflict	3.01	1.17	0.478	1	-0.423
3	Team Performance	3.88	0.774	-0.340	-0.423	1

**Correlation is significant at the 0.01 level.

The above table shows:

1. Significant negative correlation (Pearson $r = -0.340$, $p < 0.01$) between diversity in team composition and team performance.
2. Significant positive correlation (Pearson $r = 0.478$, $p < 0.01$) between diversity in team composition and relationship conflict.
3. Significant negative correlation (Pearson $r = -0.423$, $p < 0.01$) between relationship conflict and team performance.

However, correlation and its associated significance do not imply causality. Accordingly regression analysis was performed and the results were stated in the below table.

5.8 Hypothesis testing

H1: There is no statistically significant relationship between diversity in team composition and team performance.

A simple linear regression analysis was used in the hypothesis testing of the above hypothesis, the results were as follows:

Table 8: simple linear regression for testing the impact of diversity in team composition on team performance

Independent variable	R	R ²	Adjusted R ²	F	Sig(f)	β	T	Sig(t)	Constant
Diversity in team composition	-0.340	0.116	0.112	32.419	0.000	-0.340	31.88	0.000	23.465

Based on the above results of simple linear regressions, Diversity in team composition affects the team performance as the f value (32.419) was significant ($P < .05$). The beta coefficient reflects the impact value in the prediction model. It was (- 0.340). This value is considered to be significantly contributed to team performance as the probability of t statistics was less than 0.05.

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. The value of R² expresses the prediction strength of the dependent variable using the independent variable. It was found to be (11.6 %) and this value also may be viewed as the variation percentage in the dependent variable that can be accounted for the independent variable.

As a result the null hypothesis is rejected and the alternative one is accepted concluding a negative impact of diversity in team composition on team performance.

H2: There is no statistically significant relationship between diversity in team composition and relationship conflict.

Table 9: simple linear regression for testing the impact of diversity in team composition on relationship conflict

Independent variable	R	R ²	Adjusted R ²	F	Sig(f)	β	T	Sig(t)	Constant
Diversity in team composition	0.478	0.228	0.225	73.296	0.00	0.487	6.254	0.00	5.291

Based on the above results of simple linear regressions, Diversity in team composition affects the relationship conflict as the f value (73.296) was significant ($P < .05$). The beta coefficient reflects the impact value in the prediction model. It was (0.487). This value is considered to be significantly contributed to relationship conflict as the probability of t statistics was less than 0.05.

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. The value of R² expresses the prediction strength of the dependent variable using the independent variable. It was found to be (22.8 %) and this value also may be viewed as the variation percentage in the dependent variable that can be accounted for the independent variable.

As a result the null hypothesis is rejected and the alternative one is accepted concluding a positive impact of diversity in team composition on relationship conflict.

H3: The relationship between diversity in team composition and team performance is not mediated by relationship conflict.

To investigate the mediation effect of relationship conflict on the relationship between diversity in team composition and team performance, multiple regression method for mediation analysis was adopted; the results were as follows:

Table 10 : multiple linear regression for testing the impact of diversity in team composition and relationship conflict on team performance

Independent variable	R	R ²	Adjusted R ²	F	Sig(f)	β	T	Sig(t)	Constant
Diversity in team composition	0.451	0.204	0.197	31.608	0.000	-0.179	32.417	0.000	24.951
Relationship conflict						-0.338			

As shown in the above table:

- Both predictors are statistically significant $P < 0.05$.
- The value of R² which expresses the prediction strength of the dependent variable using the independent variable was found to be (20.4 %).
- β value for diversity in team composition is (-0.179) which is less than the β value that predicts the team performance in the first hypothesis (-0.340).
- T & F values are statistically significant.

Since diversity in team composition remained significant ($P < 0.05$), and β absolute value had been decreased, the relationship conflict only partially mediates the relationship between diversity in team composition and team performance. Accordingly, the null hypothesis will be rejected.

So, diversity in team composition and team performance are negatively correlated and the relationship conflict partially mediates the relationship.

6. Discussion

The available literature provides little empirical evidence on the relationship between diversity in team composition, relationship conflict and team performance.

Drawing upon a random sample of team members from Jordanian pharmaceutical company, we empirically tested whether diversity in team composition is related to team performance and relationship conflict and whether relationship conflict mediates the relationship between diversity in team composition and team performance.

It was found that respondents work in teams at Jordanian pharmaceutical company comprised diverse set of team members. With regard to relationship conflict, a mean value of 3.01 suggests a moderate level of conflict between team members. Further, a positive correlation was found between diversity in team composition and relationship conflict. This supports the findings of previous studies such as Peters and Karren (2009).

With regard to team performance, a mean value of 3.88 suggests a high level of team performance in terms of time schedules, budget, project goals, quality and efficiency. It was also found that diversity in team composition leads to relationship conflict, which in turn negatively impacts on their performance. This supports the findings of previous studies such as Hinds and Bailey (2003) and Kankanhalliet *al.* (2006).

7. Practical Implication

The findings of this study have implications for the management and composition of teams. It could be recommended to establish teams with low to moderate demographic diversity for better team performance.

8. Areas for Future Research

Future studies could investigate other types of conflict such as task-related. Unlike relationship conflict, task conflict may have positive results by influencing internal competition leading to innovation. It could also investigate the deep level diversity which reflects the differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.

9. Conclusions:

The purpose of this research is to investigate whether diversity in team composition leads to relationship conflict, and thereby leading to lower team performance in Jordanian pharmaceutical companies. For this purpose a sample of 300 questionnaires was distributed and results indicated the following:

- Gender diversity is the most important attribute in team diversity, in which it has a direct effect on team performance.
- The confrontation among team members due to personal matters.
- Team members have poor adherence to time schedule.

10. Recommendations:

The following recommendations are proposed to Jordanian pharmaceutical companies:

- Controlling team diversity in term of gender is an important factor that affects team performance as well as organizational performance.
- Employee training for better adherence to time schedule is important in which it leads to high performance.
- Using team building strategies is very important to reduce team members' conflicts.

11. References

1. Ahadzie, D.K., Proverbs, D.G. and Olomolaiye, P. (2008) Towards developing competency-based measures for construction project managers: should contextual behaviours be distinguished from task behaviours? *International Journal of Project Management*, 26(6), 631–45.
2. Alsayyed N. Critical Factors affecting Human Resource Development in the Arab World. *Life Sci J* 2014;11(4s):113-123
3. Amason, A.C., Shrader, R.C. and Tompson, G.H. (2006), “Newness and novelty: relating top management team composition to new venture performance”, *Journal of Business Venturing*, Vol. 21 No. 1, pp. 125-148.
4. Buengeler C., Hartog D., (2015) National diversity and team performance: the moderating role of interactional justice climate, *The International Journal of Human Resource Management*, 26:6, 831-855.
5. De Dreu, C.K.W. and Weingart, L.R. (2003), “Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis”, *Journal of Applied Psychology*, Vol. 88 No. 4, pp. 741-749.
6. Homan, A.C., Hollenbeck, J.R., Humphrey, S.E., Van Knippenberg, D., Ilgen, D.R. and Van Kleef, G.A. (2008), “Facing differences with an open mind: openness to experience, salience of intragroup differences, and performance of diverse work groups”, *Academy of Management Journal*, Vol. 51 No. 6, pp. 1204-1222.
7. Furumo, K. (2009), “The impact of conflict and conflict management style on deadbeats and deserters in virtual teams”, *Journal of Computer Information Systems*, Vol. 49 No. 4, pp. 66-73.
8. Guillaume, Y. R. F., Brodbeck, F. C., & Riketta, M. (2012). Surface- and deep-level dissimilarity effects on social integration and individual effectiveness related outcomes in work groups: A meta-analytic integration. *Journal of Occupational and Organizational Psychology*, 85, 80–115.
9. Jackson, S.E., Joshi, A. and Erhardt, N.L. (2003), “Recent research on team and organizational diversity: SWOT analysis and implications”, *Journal of Management*, Vol. 29 No. 6, pp. 801-830.
10. Jehn, K.A. and Mannix, E.A. (2001) ‘The dynamic nature of conflict: a longitudinal study of intragroup conflict and group performance’, *Academy of Management Journal*, Vol. 44, pp. 238–251.
11. Joachim Prinz Pamela Wicker, (2016), "Diversity effects on team performance in the Tour de France", *Team Performance Management: An International Journal*, Vol. 22 Iss 1/2 pp.
12. Kakarika M., (2013), "Staffing an entrepreneurial team: diversity breeds success", *Journal of Business Strategy*, Vol. 34 Iss 4 pp. 31 - 38
13. Katherine L. Yeager Fredrick M. Nafukho, (2012), "Developing diverse teams to improve performance in the organizational setting", *European Journal of Training and Development*, Vol. 36 Iss 4 pp. 388 - 408
14. Kearney, E., & Gebert, D. (2009). Managing diversity and enhancing team outcomes: The promise of transformational leadership. *Journal of Applied Psychology*, 94, 77–89.
15. Kearney, E., Gebert, D. and Voelpel, S.C. (2009), “When and how diversity benefits teams: the importance of team members’ need for cognition”, *Academy of Management Journal*, Vol. 52 No. 3, pp. 581-598.
16. Klein, K., Knight, A., Ziegert, J., Lim, B. and Saltz, J. (2011), “When team members’ values differ: the moderating role of team leadership”, *Organizational Behavior and Human Decision Processes*, Vol. 114 No. 1, pp. 25-36.
17. Kunze, F., Boehm, S.A. and Bruch, H. (2011), “Age diversity, age discrimination climate and performance consequences – a cross organizational study”, *Journal of Organizational Behavior*, Vol. 32 No. 2, pp. 264-290.
18. Nederveen Pieterse, A., Van Knippenberg, D., & Van Dierendonck, D. (2013). Cultural diversity and team performance: The role of team member goal orientation. *Academy of Management Journal*, 56, 782–804.
19. Mahanty D., (2014), "The effect of onsite-offshore work division on project cost, schedule, and quality for re-engineering projects in Indian outsourcing software industry", *Strategic Outsourcing: An International Journal*, Vol. 7 Iss 3 pp. 198 – 225.
20. Pazos, P. (2012), “Conflict management and effectiveness in virtual teams”, *Team Performance Management: An International Journal*, Vol. 18 Nos 7/8, pp. 401-417.

22. Peters, L. and Karren, R.J. (2009), "An examination of the roles of trust and functional diversity on virtual team performance ratings", *Group & Organization Management*, Vol. 34 No. 4, pp. 479-504.
23. PilarPazos, (2012),"Conflict management and effectiveness in virtual teams", *Team Performance Management: An International Journal*, Vol. 18 Iss 7/8 pp. 401 – 417.
24. Pittinsky, T. L. (2010). A two-dimensional model of intergroup leadership: The case of national diversity. *American Psychologist*, 65, 194–200.
25. Puck J., (2010), "Diversity and conflict in teams: a contingency perspective", *European J. International Management*, Vol. 4, No. 4417-439.
26. P. Renato Lourenço et al., 2014, Effective workgroups: The role of diversity and culture, *Journal of Work and Organizational Psychology* 30 123-132.
27. Rao M.S., (2016),"Collaborate to build effective teams to achieve organizational excellence and effectiveness", *Industrial and Commercial Training*, Vol. 48 Iss 1 pp. 24 – 28.
28. Robbins,S.,Judge, T.(2015) *Organizational Behavior*. 16th edition. New Jersey: Pearson Education, Inc, p.73-74.
29. Russo M., (2012),"Diversity in goal orientation, team performance, and internal team environment",*Equality, Diversity and Inclusion: An International Journal*, Vol. 31 Iss 2 pp. 124 – 143.
30. Sakuda K. , (2012),"National diversity and team performance in low interdependence tasks", *Cross Cultural Management: An International Journal*, Vol. 19 Iss 2 pp. 125 – 141.
31. Saxena, A. and Burmann, J. (2014), "Factors affecting team performance in globally distributed setting", *SIGMIS-CPR '14*, 29-31 May, Singapore, pp. 25-33.
32. SchneidM et al., (2016),"Age diversity and team outcomes: a quantitative review", *Journal of Managerial Psychology*, Vol. 31 Iss 1 pp. 2 - 17
33. Swanson, R. and Holton, E. (2009), *Foundations of Human Resource Development*, 2nd ed., Berrett-Koehler, San Francisco, CA.
34. Tabassi. A et.al, (2014), "Team development and performance in construction design teams: an assessment of a hierarchical model with mediating effect of compensation" , *Construction Management and Economics*, Vol. 32, No. 9, 932–949
35. Van Dijk, H., Van Engen, M. L., & Van Knippenberg, D. (2012). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior and Human Decision Processes*, 119, 38–53.
36. Wegge, J.et.al.,(2008), "Age and gender diversity as determinants of performance and health in a public organization: the role of task complexity and group size", *Journal of Applied Psychology*, Vol. 93 No. 6, pp. 1301-1313.
37. Wiersema, M.F. and Bird, A. (1993), "Organizational demography in Japanese firms: group heterogeneity, individual dissimilarity, and top management team turnover", *Academy of Management Journal*, Vol. 36 No. 5, pp. 996-1025.
38. Zhou, N., Gifford, W.M., Ratakonda, K., Westerwick, G.H. and Engel, C. (2014), "On the quantification of global team performance and profitability", *SCC'14 Proceedings of the 2014 IEEE International Conference on Services Computing, IEEE Computer Society Washington, DC*, pp. 378-385.