

On the Periodic Gesture between Task Conflict and Team Creativity

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Abstract: *This paper proposes an emergency model for task conflict, team creativity and project team development. As we all know, innovation is the primary productive force in enterprises. However, the conflicts arising from the task can better promote the development of creativity, which can be divided into three periods: the growth of creativity in the early, middle and final periods. Conflict is not a bad thing, but conflict at the right time can stimulate the creativity of members to a greater extent, brainstorming, information exchange and sharing. The relationship between task conflict and team creativity depends on the degree of conflict and when it occurs in the life cycle of the project team. In the research, it is found that creativity is the highest among medium-level task conflicts. In the later stage, task conflicts are found to have nothing to do with creativity. In modern organizations, the work team has become an important form and basic unit to complete the work, and its creativity is directly and significantly related to the performance output of the enterprise, but the diversity of members in the team is closely related to individual creativity, and interpersonal interaction will produce certain conflicts at all times, and the creativity that is stimulated in the conflict shows different forms and how to operate.*

Keywords: *task conflict, team creativity, individual creativity, innovation, organizations, life cycle*

1. Introduction

In recent years, there have been many significant studies on task conflict and team creativity. Many scholars have found that conflict and creativity are closely linked in their research, and many people will avoid conflict at work or in life, thinking that there will be tangible or invisible damage to the relationship between the two sides, but the opposite is true, conflict is needed at work to collide with the spark of inspiration. In the team task, the conflict can be divided into three phases, the first is the initial tense of the conflict, the middle tense and the end tense. It has been found that the middle part is the stage when the conflict is not stimulated deeply, not shallowly, and is the most significant stage of creativity. People will do their best to express their thoughts during this period without feeling threatened and feared by relationship conflicts.

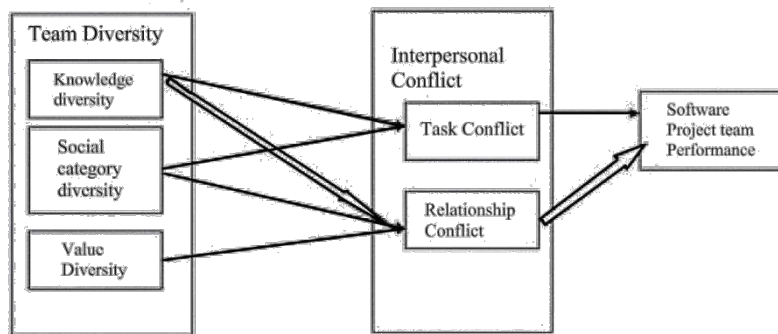
2. Task conflict in team

Conflicts can be divided into different types from different perspectives, such as: from the conflict results, conflicts can be divided into constructive conflicts and destructive conflicts; From the way the conflict is revealed, the conflict can be divided into positive conflict, superficial conflict and potential conflict; From the subject of the conflict, the conflict can be divided into intra-individual conflict, inter-individual conflict, individual-group conflict, intra-group conflict and inter-group conflict, and so on. Jehn (1995) divides team conflicts into Relationship conflicts and Task conflicts.[1] In team-level research, Dai Peihua, Fan Lili, Jiang et al. pointed out that task conflict has a non-monolithic influence mechanism on individuals: task conflict has the potential to stimulate and expand individual thinking/cognition, but it may also lead to poor interpersonal relationships and induce negative emotional reactions such as depression and anger. This means that members may react differently to conflicting situations with the same task[2]. Jehn point out that If the conflict is too low, the team stops The phenomenon of hysteresis[3]. It can be seen that conflicts play a role that cannot be ignored between teams and members. Benign and positive conflicts can help the team achieve higher efficiency, in task conflicts and relationship conflicts, once the relationship falls into the freezing point is difficult to be creative, in the team leaders should pay attention to the adjustment of relationship conflicts and focus on the adaptability of task conflicts. Chen & Chang (2005) explored the relationship between

team conflict, task characteristics, team lifecycle, and team creativity by studying 142 service-oriented project teams and 106 technology-oriented design teams.[4]

The scholars developed this specific work by convening a team, and conducted meticulous research and observation from the start to the end of the team project. The advantage of this is that a variety of ideas and viewpoints are generated from the team, which can stimulate team members to contact different viewpoints and cause task conflicts, which can stimulate the creativity of the members. Conducive to creating a cultivating vessel for creative thinking. The divergence of team members' perceptions of the task may be particularly beneficial to the development of openness mind.

In the mid-level task conflict, the team can introduce a series of best ideas, can devote more time and energy to fully discuss, explore these new ideas and integrate them into the creative results. It is clear that when half of the team makes a choice together, the diversity of opinions is the highest. In contrast, when one or two members have extreme opinions, the conflict is mild. From Figure 1, we can see the diversity of team conflicts and the connection between task conflicts and relationship conflicts.

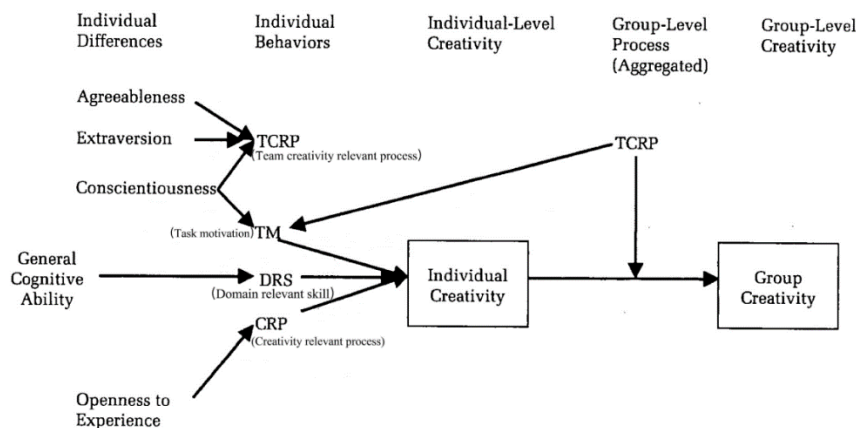


Data Source: Liang,Lin,Lin&Liu(2007)

Figure 1: Research Model

It can be seen that in the middle of the project, although the task conflict is the highest, it is also a gathering place for ideas. The highest and the highest has a bipolar effect. The highest conflict is when the creativity is also the strongest. There will be conflicts when there are different differences and ideas. This is an idea collection box.

3. Team creativity life-cycle



Data source: Taggar, S. Individual creativity and group ability to utilize individual creative resources: A Multilevel Model [J].Academy Of Management Journal, 2002,45(2):315-330.

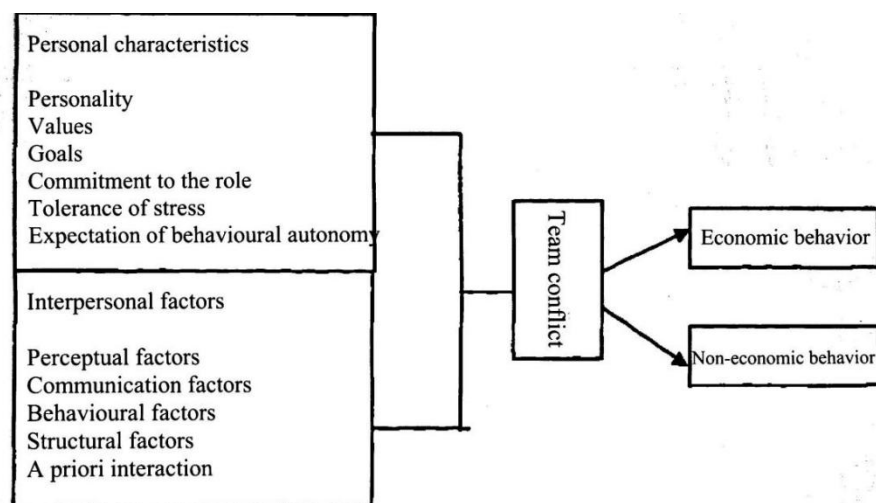
Figure 2: Multilevel Latent Variable Moodle of Team Performance on Tasks Requiring Creativity

Creativity is an indispensable and important resource in enterprises, and a company without creativity is like a stagnant pool, without any dynamic or enthusiasm. Creativity and innovation are critical for organization performance and survival in rapidly changing and highly competitive environments[12]. First of all, team creativity, one view is that team creativity is a collection of individual creativity, and the other believes that individual creativity defines group creativity, such as

Tagger believes that team creativity is a function of creativity, but the process related to team creativity plays an important regulating role[5]. Pirola-Mann (2004) argues that team creativity is the average or weighted average of the individual creativity of all members of the team at a certain point in time[6]. Either view shows that the focus of team creativity is on the stimulation and expansion of the individual.

As can be seen from Figure 2, individual creativity is influenced by multidimensional factors, and team creativity is defined as the new and useful ideas that team members work together to produce about products, services, processes, and operating procedures that serve the team's goals[10]. The relationship between individual innovation and team innovation is discussed next, and the relationship between innovation and conflict is discussed. Conflict tasting is considered an unpleasant experience that can be annoying, anxious and egotistical, make people feel discordant and unpleasant in relationships, and even change one's way of thinking. When a person anticipates conflict, their thinking becomes narrow and rigid. Even conflicts that are not formally expressed can disrupt individual thinking[8]. Some scholars believe that conflict is unnecessary for creativity and causes team disharmony, but on the contrary, benign conflict plays an inestimable role in stimulating creativity. Kurtzberg's research on two groups (work groups and student groups) found that in work groups, team creativity is affected by individual creativity and team conflicts (task conflicts, relationship conflicts, and process conflicts). Among them, in the work team, there is a positive curve relationship between task conflict and team creativity: relationship conflict and process conflict have a negative curve relationship with team creativity[9]. Not only that, Kurtzberg & Mueller (2005) surveyed 228 employees in seven companies, using time series as the background (day/day), and found that process conflicts and interpersonal conflicts destroy employees' perceived creativity on both the day and the next day, while task conflicts destroy the perception of creativity on the day of the conflict but contribute to the perception of creativity on the second day of the conflict[7]. In summary, it can be seen that some scholars believe that conflict can be benign, positive or even necessary, and that the right amount of conflict can improve the effectiveness and brainstorming of the team. Anderson Poto nik and Zhou pointed out that the team's creativity focuses on the process of generating ideas, which is the early stage of the creative process, and the final stage is more focused on the implementation stage of the idea, representing the later stage of the creative process. In the process of generating team creativity, it can be seen that it is necessary to have the right and appropriate amount and benign conflict in the early and middle stages, which helps to stimulate the creativity of employees and brainstorming time, and the later stage is an important period for the implementation of the creative process[11].

3.1 Periodic characteristics of team creativity



Data source: Conflict coordination mechanism of Wan Tao project team and its game analysis [JJ].
Science and Technology Progress and Countermeasures 2007(3):172-176

Figure 3: The causes of conflict in the project team and how they behaved

Many scholars believe that team diversity is one of the factors of team conflict, for example, Lau & Keith believe that the demographic diversity (e.g., age, race, gender, years of experience, etc.) in a team is the cause of team conflict outbreak. They argue that the probability of conflict outbreak is highest

between the age stage 30-60, and that the phenomenon of age stratification can occur thus leading to subteams, which are also more prone to conflict outbreak among subteams due to their interests [13]. Jarrell (2002) defined the context of diversity as the difference in educational backgrounds, and he studied interdisciplinary health care service teams to examine the professionalism studied by the members of the team The impact of variability on team conflict. The results proved that work-related diversity and process conflict have a negative relationship, i.e., the higher the degree of diversity, the less process conflict [14].

Figure 3 has clearly expresses the causes and characteristics of individual creativity manifestations in team conflict. Thamhain & Wilemon (1975) followed 100 project teams through four phases of their development-project formation, build-up, main program phase, and phase out, phase, and phase out, they identified seven types of conflicts: work schedule, action priorities, staffing, technology, management procedures, interpersonal relationships, and cost. And the people were placed in different development phases thus to view and rank the conflicts in different phases [15]. A decade later, Kezsbom (1989) reexamined Thamhain & Wilemon's (1975) study. It was found that during the project formation phase, conflicts over work schedules and priorities were among the greatest conflicts. During the team building phase, priorities and schedules remained important while personnel issues became important. During the main project execution phase, all conflict factors reached their highest point [16]. This shows that conflict is most pronounced in the middle stage when team members are working together. Zeng, D., Zhou, Q. and Qin, J. (2005) studied conflict management in R&D teams of high-technology firms. They divided R&D teams into five phases: idea/concept phase, planning phase, development phase, validation/release phase, and product launch phase, and applied relationship conflict, task conflict, and process conflict in each of these phases to analyze the different creative impacts of each phase. They concluded that task conflict is needed in the idea/concept stage and development stage, while task conflict that occurs in the validation/development stage and beyond is detrimental to team performance [17].

4. Limitation

Too many task conflicts may lead to a decline in the ability to perceive, process, and evaluate information. Team members may not be able to incorporate more ideas into cohesive solutions, they may ignore collective goals or feel frustrated due to lack of progress. Virtually destroys team cohesion, only values creativity and ignores employee satisfaction, which affects employee engagement, and the team process and efficiency are greatly compromised. In the later stage of the team project, the team cannot easily change the route, and it is unlikely to value and incorporate any new ideas. Doing so will cause a certain cognitive bias. Perhaps as the overall environment changes, the project will not move in the original direction. Development, because the team can no longer afford to invest a lot of time and resources, it will not accept the emergence of new ideas, which will cause a certain degree of loss of motivation and some good ideas. A team composed of team members with different corporate identities may have greater conflicts. The three constructs measured at the team member level are different, and these three indicators have construct validity (1. Task conflict 2. Team creativity 3. Project life cycle). An important premise of the research argument is that only when the project team has the resources, openness and time to integrate these ideas, new ideas generated by task conflicts can be transformed into creativity. However, this design does not allow to evaluate whether team members deal with conflicts differently in various stages of the project life cycle. At this point, it is impossible to systematically and completely analyze the distinct relationship between team conflict and creativity.

It can be seen that there are many uncertain and subjective factors in task conflict. When the conflict index develops to the highest level, it is likely to turn into relationship conflict, which invisibly destroys the team atmosphere and reduces the cohesion and cultural atmosphere of the team.

5. Recommendation

In addition to using existing global mission conflict measurement measures, the allocation of opinions within the team should also be evaluated. Supervisors can pay more attention to the ideas generated during task conflicts in the later stages of the project life cycle, and pay attention to whether employee participation is caused by differences in team members' identities, which may cause some errors and preference for ideas. Managers should encourage team members, especially in the early stages of the project, to better accept certain conflicts that may be good, communicate this attitude to team members, and allow sufficient time for team members to express as soon as possible. Their

opinions related to the task. In addition, managers should establish a mentally safe team atmosphere so that team members feel safe and put forward ideas that may run counter to the majority opinion. And managers should find ways to integrate the ideas put forward by team members into solutions, not just for the team to come up with new ideas. In addition, managers should monitor the emotional level of the team. Employee engagement is an important indicator, which is directly related to employee satisfaction. Managers should pay more attention to the negative emotions that employees produce in the team spirit. If it continues, it may cause team morale. Low, affecting task completion and quality. At a high degree of concentration of tasks, task conflicts will gradually become relationship conflicts, and managers should prevent the deterioration of the relationship and cause destructive results to the team.

6. Conclusion

In summary, conflict in a team is not a crisis, but should be dealt with correctly and managers should use it to turn it into creativity, especially in the creative, innovation and project development phases. In the medium term, it is important to be aware of whether relationship conflicts have reached their peak and whether they are damaging the team atmosphere and putting employees in an uncomfortable mood.

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