Unlocking Temporal Leadership to Handle Project Team Performance under Team Conflict

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Abstract

It is discussed in different studies that the performance of any team is directly or indirectly dependent on the leadership of that team. But there are always some circumstances which affect the performance of a team on various points. These circumstances may include team conflict and its three sub-level conflicts which include task conflicts, relationship conflicts, and process conflicts. Given the relationship between team temporal leadership and project team performance, it is obligatory for a leader of the technical team to be well aware of managing the conflicts that arise among a team and also be well aware of resources provided by higher-ups. The research will highlight 1) the effect of team conflict on the performance of a team, 2) the influence of temporal leadership on team performance and 3) the role of temporal leadership to overcome such conflicts to improve project team performance.

Keywords: team temporal leadership, task conflict, process conflict, relationship conflict, team performance,

1. Introduction

Nowadays the practice followed by companies is that team is formed without checking the team member's behavior and track record which results in a rise of conflicts between team members. The conflicts within the team may be related to tasks distributed among team members, inter-team members relationship-related conflicts, or some time conflict between process implemented on team members to control them and to get work from them. These types of conflicts, directly and indirectly, affect the performance of a team. Especially of a team is of a certain project then, inter-team conflict is a disaster for the project manager because he has to get work as well as to keep his team along with him to make project successful (Maruping, Venkatesh, Thatcher, & Patel, 2015).

A rapid increase in dependency of the organization on its team to complete a set of tasks is being reported. The US with 82% of organizations that have employees of 100 or more to some extent rely on teams. Similarly, this figure changes in the European Union where almost 80% of companies believe that teamwork is a factor that helps an organization to grow in the right direction (Shaw et al., 2011).

In team research usually, two types of teams are observed, one which is a temporary team, mostly change concerning the project, the other one is an ongoing team where project changes from time to time but team members remain the same (Assaf, Hassanain, & Mughal, 2014). If

one compares the working behavior and success ratio of both types of teams, although both have their significant role ongoing teams are considered to be more successful. The reason is to fix team members with strong bonding and understanding who prefer to work for a long period (Ancona, Goodman, Lawrence, & Tushman, 2001). Conflicts within an organization may occur in both types of team, researchers studied that team conflict may occur in both ongoing and temporary teams but the conflict type may be different and its results may also be different from each other. Similar conflicts in both types of teams may cause different outcomes (Taormina & Gao, 2013).

A project in any organization is considered as an endeavor that is temporarily but is planned in such a way that specific goals could be achieved with the help of completion of that project. As per the Project Management Institute Book of Knowledge (2013), there are two main dimensions of a project; the first most dimension is that a project should be a temporary entity and the second dimension is, it should achieve certain goals at its completion (Santos, Passos, Uitdewilligen, & Nübold, 2016).

In the research made by many researchers with time revealed as well as properly described different types of approaches/styles which help leaders to manage things in a proper organized way. These approaches/styles help leaders to organize their subordinates as well as their tasks in such a way that put a positive or sometimes negative impression on their work success (Anderson & Sun, 2017). Nowadays the researchers are moving towards team-oriented leader styles which helps not only to manage a single task but also helps to manage a team under a leader. Defining team temporal leadership reveals various definitions which are proposed by number of researchers. According to their definitions a general definition of temporal leadership is the behavior of a leader that helps and aid in structuring, coordinating and managing the pacing of task accomplishment in a team to achieve the goals (Mohammed & Nadkarni, 2011).

In team temporal leadership, a leader only avails those type of behavior which are task-oriented and are associated with the completion of any task rather than developing relationships with team and adopting relationship-oriented behavior in style. In another short definition "team temporal leadership involves synchronizing the timing of team member actions so that work is completed on time" (Maruping et al., 2015). Hence this type of leadership style involve scheduling the tasks in such a way that team members have to complete the tasks in a specific time constrain to meet given requirements. This is the way that affects the performance of team members sometimes positively or negatively which depends upon the implementation of style on the team.

This study with the help of supporting theories extends research on temporal leadership by observing and analyzing the project team performance and conflicts occur within a team which leads towards project failure. The study describes the effects of team temporal leadership associated with temporal tension, employee performance, role innovation, career commitment, and employee voice behavior. The current study seeks to predict paths linking team temporal leadership with several related constructs. The purpose of this paper is Unlocking Team Temporal Leadership to Handle Project Team Performance under Team Conflict and Managerial Information Technology Resource. In Information Technology industry work is to be done in the form of projects and teams are allocated for projects to complete them. In such type of industry team conflicts usually occur, so project managers usually have to take care of such conflicts while keeping all types of managerial resources in mind to rectify conflicts so

that performance of team remains constant and has not been affected due to any sought of conflict (Santos et al., 2016).

According to the McGrath's theory of time, interaction and performance (TIP), conflicts within team occurs due to orientations of temporal diversity and this temporal diversity may include work activity scheduling, process implementation within a team, inter-team member bonding which affects the output and deadline of a project (Mohammed & Nadkarni, 2011). In the information technology industry considering most important part of the project is scheduling of work, making process to implement a project and making SOP's which must have to be followed by team members while working on a project and its implementations are strongly observed. A frequent change in demands of organizations, temporal leadership became important to be adopted by high-level management to maintain the performance level of teams, as 80% of companies depend on the project which is a time-based activity, such activities required temporal leadership, which have enough flexibility to mold itself according to the working environment (Brannick, Salas & Prince, 1997).

1.1 Research Gap:

Researchers proposed a theoretical model that links temporal leadership with the outcomes of a project. In their study, they suggested that an empirical analysis could be performed to test the impact of temporal leadership on project team performance at different levels which may be either at the team level, individual level, or at the organizational level. Almost 6 years have passed and still few research studies are proposed by research on this style of leadership (Taormina and Gao, 2013).

Kearney and Gebert (2009) in their study suggested that researchers must study the impact of temporal leadership on different industries other than industries that are involved in manufacturing. As in the past one found quite low literature on temporal leadership and most of the work was done by keeping manufacturing industries in mind. The main reason behind this choice is a large number of working in manufacturing industries as well as a strong leadership hierarchy. In the account of this, the current study will be focusing the Information Technology industry of Pakistan's 4 cities.

1.2 Problem Statement:

In performing complex tasks, it doesn't just include task execution and objective accomplishment. However, it incorporates team adequacy as a significant job. In any case, the best test for team viability is a conflict that occurs from time to time within team individuals. In characterizing conflict, the strain happens among team individuals because of various views or discernments (Ancona et al., 2001). Regardless of contention being related to more noteworthy and successful work relationships, strife likewise forces a positive and negative effect on team Selection and friend survey under the obligation of the Organizing Committee work (De Dreu & Weingart, 2003).

Along with these conflicts which occur within the organization workplace or a workgroup usually originate or cause due to contradiction of needs, norms, values, their level of interest and thinking as well as the perception of few people working together on that premises. Due to these different causes of conflicts, researchers divide and categorize conflicts into three main forms, which are relationship conflicts, task-oriented conflicts, and process-related conflicts (Brannick et al., 1997). Task conflict which occurs within the team members are usually caused

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a different point of view about a task procedure, disagreement on ideas shared by other team members, or sometimes a rarest case is about the task which is going to be done. Whereas relationship conflict mostly, includes personal problems which team members have may include tension, extra work pressure due to shortage of staff or sometimes due to absence of team member, frustration and personal differences which involves a single person attitude towards dealing other members, preferences likes and dislikes, personality and interpersonal style of handling human-resource-related issues and sometimes lack interpersonal interaction too (De Dreu & Weingart, 2003). They were contented about the team and its effectiveness in work and different working aspects that, the effectiveness and efficiency of a team are mostly influenced by structure and criteria of the team on which it is established by higher management which includes the abilities of team members as well as team leader, characteristics on individuals as well as team, on the whole, roles, and responsibilities of team members, style and skills related to leadership and level of dependency, interdependency, and independence in taking decisions (Carson, Tesluk, & Marrone, 2007).

This problem is pervasive in the information technology industry of Pakistan and it has a negative impact on the performance of the organizations. In the presence of conflicts the performance of employees or team members seriously disturbs. Temporal leadership is nowadays used in organizations to deal with such sort of team conflicts. Leaders monitor the behavior of the teams and try their best to focus teams on achieving their goals instead of doing conflicts. But there is a problem with temporal leadership too (Santos et al., 2016).

1.3 Research Questions:

A summary of research questions are generated based on problems stated above, this study will help to figure out possible answers to the questions listed below:

Research Question No 1:

Does Task conflict leads to low project team performance?

Research Question No 2:

Does Relationship conflict lead to low project team performance?

Research Question No 3:

Does Process conflict leads to low project team performance?

Research Question No 4:

Does temporal leadership moderates the relationship between conflict and project team performance?

Research Question No 5:

Does temporal leadership moderates the relationship between task conflict and project team performance?

Research Question No 6:

Does temporal leadership moderates the relationship between process conflict and project team performance?

2 Literature Review

2.1 .Relationship between Team Conflict & Project Team Performance:

Generally team conflict occurs between members when there is some kind of real or perceived difference between their thoughts or way of working. The conflict within a team is well being defined by (Au & Marks, 2012) that "an awareness on the part of parties involved of discrepancies, incompatible wishes, or irreconcilable desires." Team conflict is generally divided into three types which include relationship conflict, task conflict and process conflict. These all types of conflicts combine and generate a team conflict which occasionally effects the performance of team (De Dreu & Weingart, 2003).

All the studies which are done so far in team conflict most of scholars used the theory of attraction and social identity theory explain the team conflicts. In attraction theory it is proposed that people prefer to interact with such type of people with whom they have some kind of similarities rather than dissimilar people, while if we study social identity theory, it suggest us that people like to stay in circle of only those people who are similar to their social category (Kankanhalli, Tan, & Wei, 2006). In the light of these theories, when such type of diversified people are grouped on single platform and have to work in a team then they cause negative effects on the performance of the team which reduces the success ratio of project (Au & Marks, 2012).

The team conflicts is a major issue , that not supposed to be neglect , if organizations are not effectively managing the conflict in the workplace , they faces a lots of issues and problems in terms of output and effectiveness, to effectively managing workplace conflicts. Leaders need to focus the reasons why the conflicts is high in their project group , what to do to reduce the conflicts among team members. The findings of the study demonstrate that it can only be resolve through motivation and appreciation, when employees feel that their work is appreciated and there no favoritism, they become more productive and help each other which reduce the team stress and conflict in team. Leaders can motivate and appreciate their employees through foreign trip, work off, team of the month award, team outing, fun gatherings and many more (Eisenhardt, 2004).

Conflicts management and team performance has close relationship. When team conflicts resolve organizational productivity and efficiency increases, which leads team achieve their goals oriented in time. The finding of the study concluded that Organizations must have to implement strategies to reduce employee conflicts ratio intended for superior project team performance in organization by suitable employee management in organization (Fullan, 2007).

The correlation among conflict and team performance is unenthusiastic, when team members involve in team conflicts, they become nonproductive. They considered themselves first rather than focus on the project. They not discuss the project requirement and not work together furthermore they only value their work and not focusing on team work goal. The result of the research concluded that they work as individual and only committed with their project task and not considered other team members in their activities which result poor team performance (Kankanhalli et al.,2006).

Team members considered as an important factor, for the success of any project. However due to time pressure , team members become stressful which result higher team conflicts occurs in

the group , therefore temporary leadership is the best way to arranges groups toward dealing with the time-management perspectives or to meet the deadline. Managing team conflicts is quite a complex situation, when team goes through with conflicts, in this situation leaders become frustrated and make their effort to solve the team conflicts. The finding of the study concluded that, team conflicts effects the overall performance of the team and not provide valuable outcome which result low efficiency therefore organizations considered team conflicts a serious issue and they manage it immediately (Hackman,1993).

Team conflict management is considered the best strategy for superior project performance. Team conflicts can be resolve through many ways like rewards, appreciation, and supportive work environment because it decreases job stress and workload which lead higher project performance and employee motivation. The finding of the study concluded that team conflicts decreases the performances of team members and considered the major issue of organization (Kankanhalli et al., 2006)

Therefore it is hypothesized that:

H1: Relationship Conflict is negatively associated with project team performance.

H2: Task Conflict is negatively associated with project team performance.

H3: Process Conflict is negatively associated with project team performance

2.2 .Moderating role of Temporal Leadership between Team Conflict & Project Team Performance:

If one examine team leadership, then it has been highlighted as a base characteristics in leadership that determine effectiveness in performance of team (Zaccaro et al., 2001). Studying the recent research presented by Hackman (1993), it is identified in study that the impact of subjective involvement of influence on dynamics leadership affects the performance of team either in positive or in negative way but it depends on the way of involvement of leadership. Moreover Mohammed and Nadkarni (2011) explains in there study that whenever a temporal diversity is practiced in an organization it effects the performance of team under the light of team conflicts.

In case there are some team conflicts occurred then Temporal leadership influence on team and show direct as well as indirect effects on performance on team but these effects may be overseen after some time. According to a proposed study of Halbesleben (2003), if a leader provides a clear schedule to perform the tasks assigned to team and deliver its members a proper time frame to follow and also set of reminders along with the list of milestones, then it will help to increase the performance of team and maximize productivity of team.

2.3. Temporal Leadership to Handle Project Team Performance under Relationship Conflict

Temporal leaders and direct the team members how to perform the task. They are the ones who have the characteristics to attract their team members by their important skills and abilities, self-assurance and technical capability, which directly influence the behavior, actions of the team member. They set their vision, craft a direction a, dream or path which facilitate their followers highly motivated to achieve their goals and objective. The finding of the study concluded that temporal leaders providing a path and solve conflicts between team members,

which crafts an apparent and persuasive vision intending to achieve the project target. They have an ability to guess the requirement of the surroundings, they know how to deal in intense situation, how to solve the conflicts and facilitate the team members to deal with critical situation which make them most admired leader in front of their team members (Taormina & Gao, 2013).

According to the research, team conflicts specially relationship conflicts decreases the project performances, due to which team members do not meet the desirable outcome. Relationship conflicts can be resolve through effective strategy of temporal leader, because temporal leader provides the path to the team members and direct them about the way of executing the tasks. The temporal leader solve queries and conflicts furthermore providing reward and punishment and motivates his/ her team to accomplish the project goal and help them to solve their conflicts with other team members. The finding of the study concluded that relationship conflicts decreases the project performance efficiency (Wang et al., 2012).

According to the researches, temporal leadership and conflicts management has a close relationship, temporal leadership is playing a major role to improve, efficiency, productivity and performance of the team. The capacity of workers inside an association is to part colleague everywhere throughout the association relies upon the conditions of their job environment the supportive and calm environment give the phase of fulfillment, increment inspiration and efficiency of workers, which result superior team performance. Furthermore effective project management strategy helps leaders to boost efficiency and quality in its project. The outcome of the research demonstrates that, a well-organized project management procedure empowers associations to keep up manageable development of the organization. Project managing ensures the existence of right direction, at the accurate place, to the correct individual, and at the right time. It facilitates leaders to obtain reliable outcome in less time period (Brannick et al., 1997).

Temporal orientation generally become the reason of task conflicts between team members, because of short period deadline and bulk work, the employees feel pressure and stress which influence on team negatively and show direct as well as indirect effects on the performance of team. The result of the research reveals that team cannot attain project target in the desire time period (Hackman,1993).

Conflict management in the team is quite a complex task a leader carries meant to achieve the project goal. Conflict management and project team performance has a close relationship, conflicts management can be solve through various ways by avoid, defeat, cooperation, compliant, and collaborate with team members , it's an everyday problem and the genuine procedure of dealing with the entire organization by utilizing various strategies and the leader who deal with the task are called project supervisor. An enormous association with huge size of venture may partition the task into various job of undertaking supervisors. The finding of the study concluded that For higher venture execution , the leader should design their principles, approaches and hierarchical structure that give strengthening to their worker to work well and pioneers ought to have an arrangement to value their representatives for their accomplishment , its legitimately builds representative resolve which result prevalent worker execution . At the point when workers are motivated, they become increasingly gainful towards venture objectives (Karimi et al., 2007).

Relationship conflicts are a major issue any team faced. The impact of task conflicts has a negative impact on project performance and can effect an organizations output, production and

efficiency. It can be resolved by implementing effective strategies of temporal leadership. Temporal leaders have the characteristics to motivate their team members to achieve the desirable goal. Motivated employees are more committed with their project; they are always available and work for the benefit of the organization. The findings of the study demonstrate that , the employees who obtain motivation from their leaders have superior self-esteem, high confidence, and extra willingness and higher job satisfaction which results elevated project performance .Employees who undergo with the work place conflicts not perform efficiently and not give their full effort in their work , which outcome lower project performance (Zaccaro et al., 2001). .

Due to everyday changes in organizational demands, it has become a crucial role for team leaders to engage in temporal leadership behaviors in order to coordinate team members' efforts, avoid task related conflicts and to ensure that the team performs well, The findings of the study demonstrate that temporal leadership deals with effective task conflict management , the leaders analyze the situation and solve the conflicts by engaging with the team members , they work in friendly manner , talk with their team members , do not considered any member special , do not favor any member and appreciate everyone for their good work , meant to increase productivity and efficiency, they personally involve in project management and make strategies to meet the project deadline and make project successful (Baer & Oldham, 2006).

Worker execution is directly based on the capacity of the training. training encourages to make unrivaled result in the group of the project, organization spend a lot of the capital for the completion of the training intended for civilizing and increase employees ability, skills, aptitude and superior organizational productivity. Training and the employee development is entirely connected with the project performance and productivity. Training is the technique which is anxious with organizational productivity aimed at   the recital of employees in organization. Training focal point is to provide edification to increase employee's efficiency for their project task as well as development of set up employees for expected responsibility and errands. It has an optimistic and positive relation with organizational productivity, development and growth; it is a process of transfer information and acquaintance to employee's .The on the job training in organization considered the important factor meant to increase innovation and creativity in workplace. it provide efficiency and trained customer representatives as customers representatives are the ones who directly interact with your customers and convince them to solve their queries and make good relations with them intended to make them loyal. The outcomes of the study demonstrate that, the project of on job training is worn to achieve positive attitudes of team members and improve project progress in a positive manner as well as help them how deal in a particular situation with more calm and relax attitude to reduce relationship conflicts. Organization makes different training set and prepare a budget selected experienced and qualifies employers to give proper training to project team meant to target the project goal efficiently (Baer & Oldham, 2006).

Temporal leaders play a vital role in retention and conflicts the executives. Organization administrators unlock temporal leadership programs in associations to give better methods for group execution and to keep up and extend worker abilities and increment efficiency. The effective organizations are executing a business system that empowers the interest of workers in the task, expected to accomplish the hierarchical objectives and target, the outcome exhibit that, temporal leadership, participate a fundamental role in maintenance and conflicts management (Halbesleben, Novicevic, Harvey, & Buckley, 2003).

Hence under light of above discuss it is hypothesized that:

H4: Temporal leadership positively moderates the relationship between Relationship conflict and project team performance.

2.4.Temporal Leadership to Handle Project Team Performance under Task Conflict

Organization use the strategy to unlocking the temporal leadership strategy intended to achieve the higher project team performance, Temporal leaders use different strategies to increase the project performances or to decrease the team conflicts, to achieve the target, they investing quality and reasonable energy with time individuals, take care of their issues and help them to adjust occupation and family coexistence, which result workers become productive and increasingly efficient to accomplish the task goal. The finding of the investigation inferred that, It is important to the leaders to fabricate a sociable and high-quality working atmosphere, the superior job environment where fell save, no biasness, reasonable choices, fair, no sexual orientation separation, well-disposed and open condition, it can diminish work related pressure and lift the degree of leaders fulfillment, which lead higher project team performance (Halbesleben et al., 2003).

Work place conflicts are solitary the imperative and significant issue dispute facing organizations nowadays. To overcome this , organization using temporal leadership strategy meant for higher organization's accomplishment, Employee growth is considered the most momentous purpose of individual resource practice which escort superior employee enthusiasm 'elevated commitment' and involve organizational result optimistically by shaping employee mind-set , behaviors , and motivation level .The finding of the study concluded that employee development is imperative in ornamental employee motivation furthermore developing the workplace conflicts is a major issue and decreases the competency and capabilities of employees as well as the organization as an entire which result low organizational effectiveness and job satisfaction.

Temporal leadership is clear as "leader behaviors that help in structuring, organizing and running the pace of task achievement in a group" a leader only avail those type of behavior which are task oriented and are associated with completion of any task rather than developing relationships with team and adopting relationship oriented behavior in style. Hence this type of leadership style involve scheduling the tasks in such a manner that team members have to complete the tasks in specific time constrain to meet given requirements. The finding of the study concluded that temporal leaders effect performance of team members sometime in positive manner or in negative manner which depends upon the implementation of style on team (Marks et al. 2001).

Unlocking the temporal leadership strategy is use for higher project team performance, temporal leaders can be define as, its provide guidance of team members, how to carry out the project activities, what ought to be done, what esteems and norms you assume and expect, help them to tackle their issues, mastermind worker acknowledgment programs and give hands on preparing that straightforwardly prompts higher group execution. Transient administration and task group execution have a positive relationship. The finding of the study concluded that Unlock temporal leadership is the key and important factor to make project performance efficient (Maruping et al., 2015)

Hence under light of above discuss it is hypothesized that:

H5: Temporal leadership positively moderates the relationship between task conflict and project team performance.

2.5. Temporal leadership moderates the relationship between process conflict and project team performance.

To improve the performance of the team or to solve process conflict, organization needs to implement temporal leadership program for higher efficiency and productivity in the organization. Temporal leadership and superior team performance have positive relationship, because temporal leaders solve the conflicts, managing the resources, allocating and assigning the task according to the skills and abilities of the team members, which result superior outcome and elevated performance of the team member. The findings concluded that organization implement temporal leadership program for higher efficiency and performance productivity in the organization (Halbesleben et al., 2003).

According to the researcher, the peoples who are involved with process conflicts among their colleagues, have less job satisfaction, they not perform efficiently and always want to switch the job and not achieve their job objectivities in time , which directly influencing the team performance. Superior team performance can only be achieved, when employees are engaged with their job. Employee engagement is a necessary part of good team performance. When employees are allowed to feel free of whatever they want to do, their productivity rises, they become so creative and productive, which result higher team performance and productivity in the organization. The findings of the research concluded that, temporal leadership leads career development opportunities for employees, temporal leaders provide complete expertise how to carry out the project and use advance technology which directly increase the career growth of the employees that leads high turnover rate in organization. Thus temporal leadership has a negative relationship with the organization turnover rate (Bluedorn, 2002).

Critical assistance is being provided by temporal leaders assist, which helps to achieve the goals, as well as facilitate to come up with the innovative superior idea, they work as an analyst and always attract their team members with their enormous sense of humor with assisting them to construct project recital more efficient and successful. They are always willing to take a risk and encourage modification. They solve the problem efficiently, to complete the task requirement, or set up new different projects which create uniqueness in their work and make them successful leader, they always follow schedule and focus on short term project goal and only committed with the project rather than focus on any other subjective behavior of team members for long term organizational benefit, the findings of the study concluded that temporal leaders positively help in conflicts management (Hackman,1993).

In today's world the company's essential need to look through the project task the leaders sets and aside their cash from over streaming as well as dealing with the entire project as per the given exhibition needs. It is the imperative and most significant method for the association to become familiar with the best strategies of project management since it might help or assist the association to find the specific goal. The outcomes demonstrate that, most of the organizations have a 70% of the task crash rate. 28% of the organizations are utilizing just explicit on performance requirements. Just 3% of the organizations are completing the project successfully in the desire time period with no error (Hackman,1993).

The implementation of the temporal leadership can build a positive transformational for the performances of project team members and can effect on organizational change. It is a need of every critical project. The process temporal leadership impacts the progress decidedly, however if any progression is missed by the leader, at that point there would be a negative effect. If we think about a situation, the leader is actualizing project activities change and furthermore directions his team to follow. The leader have right to change or adjust the methodologies, approaches, activities and different administrations for the advancement and improvement of the exhibitions. The leader design the genuine need of objective, and decide how the team members will execute any changes, along these lines, the entire technique of leader ought to be plan as per the circumstance to get desire outcome on the project progress. The finding reveals that, temporal leadership is aimed towards bringing the project performances on the right direction, intended to achieve the project team goal. A clear vision and futurist approach of challenging the current situation of quo which generally need a person to perform the operation of determination of an individual performance towards the goal achievement in the presence of assumptions (Anderson & Sun, 2017)

An association can achieve its blasting potential just by creation use of all the budgetary, corporal, and capital intended to increase the performance of employees, since when workers are happy with their job ,they straightforwardly dedicated with their association and make best attempt to achieve their project objective proficiently. A worker's competency level isn't solidly associated with his ability and capabilities. The outcomes revels that, to get the fundamental result, a worker needs to have an awesome job security. Such parity can accompany to an increase in profitability and proficiency, sub-par operational expenses, just as a general advancement in adequacy, that can be achieve simply through job satisfaction (Kankanhalli et al.,2006).

On the job training Considered the best approach intended to increase organizational performance and assist to craft elevated result in project performance, if on the job training is better carry out in organization , project group efficiency also rise up, as when workers are skilled, they become more efficient and skillful and perform more efficiently furthermore on the job training also increases career growth which result team members become motivated The aptitude and effectiveness of employees can be worn in their own benefit, because of their career promotions, through which they become highly committed and devoted with the project and give their best intended to achieve the target easily . The findings reveals that, on the job training involves team to practice practically in a job and learn through the job activities it increases job satisfaction, team goodness and molarities, elevate the capability and efficiency, it's a method to trained project members how to exertion, providing knowledge how to work and how to perform in a definite mode, it's a technique to training team members to advance their expertise and aptitude to increase higher team performance (Anderson & Sun, 2017)

The temporal leadership is the business strategy to increases project team performance, the organization use this strategy when company face tough time. This strategy was planned particularly for the up and down circumstances. The temporal leadership distinguishes the main variables what to require the change, and what step need to and settling on a few choice of progress as per the circumstance. The grouping of worldly authority are having a few stages and these are telling the heading, direct the project team members by legitimate instructing, directing, supporting, assignment to individuals and have consider the improvement level rather than focusing on the other long term benefit (Eisenhardt, 2004). The temporal leadership can

be applied in the context of organization, when organization facing issues to achieve the project goal, it defining and describing its main and core functions to the project team. The development methodology of temporal leadership include two levels i.e. competence and commitment. The findings reveal that, the temporal leadership is relevant as the administration style ought to be assessed for efficiency. It is a significant approach to keep the business progress advance and stay profitable. However if the method of leadership association decide is not relevant with group members then the approach ought to be changed (Anderson & Sun, 2017).

The effectiveness of temporal leadership models and theories play a vital role in increasing the project team performance. Through these speculations the leaders have an indication of correspondence with the group members for achievement of project objectives. The leaders learns numerous aptitudes to keep up the undertaking progress on focus by advancement the activities and work quality of the team members under basic conditions. The style of initiative that is received by the leaders ought to be applied and help to support the psychological assessment of team members A qualifies leaders moves toward a practical method for creating strategies that is dealt with by the group members (Harrison & Klein, 2007).

Temporal leaders can be characterize as they set their vision, create a heading a, fantasy or way which encourage their colleagues profoundly energetic to accomplish their desire and target. This sort of leaders serves to giving a huge guidance which create a clear and powerful vision with intend to improve productivity and presentation. They know the matchless quality of verbal language and endeavor it proficiently to state prevalent prospects for the crew. They contain the matchless quality to figure the necessity of the environment, they realize how to unravel the group clashes, how to adapt up the conditions and help their devotees to manage circumstance which make them most respected pioneer before their colleagues. These leaders guide team members vary calmly by strong convincing power they share their strategies and tactics which makes the admirer sense as they participate in an enormously significant task, they consider every team member's decisions important which result they induce easily and make more effective decisions, the findings reveals that, leaders helps to providing an enormous and persuasive vision with the aim to improve project efficiency and recital (Maruping et al., 2015).

Temporal leadership increases the efficiency of protection rehearses and can prompt more significant levels of task achievement and manageability. The outcome revels that, Leadership in the association is a substantial part to influencing worker to achieve the project goal. Forefronts and group leaders keep in touch with staff performing routine assignments. The best leaders are probably going to get representative reliability, eventually prompting staff to remain inside the association by their great driving style. Anyway transient Leadership can likewise build representative turnover because of high career growth (Guinan, Cooprider, & Faraj,1998)

Temporal leaders are the ones who contain the attributes to pull in colleagues through their persuasive aptitudes and capacities, confidence and specialized ability, which impact the behavior of a team member, activities and passionate difference in their colleagues. The use of verbal communication is being used by and preferred by temporal leaders instead of focusing on non-verbal communication. The leaders are seen as a moving icon who containing mysterious force, and appeal character; they are exceptionally vigorous as far as to pull in supporters easily. Hence the research findings concludes that temporal leaders roll out positive improvement in the presentation of group by inspiring workers through recognizing their

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potential abilities and persuade them to accomplish the venture objective and goal with proficient execution (Karimi, Somers, & Bhattacherjee, 2007).

Hence under light of above discuss it is hypothesized that:

H6: Temporal leadership positively moderates the relationship between process conflict and project team performance.

3   Findings and Results:

3.1.Introduction

After the completion of data collection in previous chapters with the help of survey questionnaire, next step is to analyze that information. With the help of this it is easy to check the proposed hypothesis of the research model. This analysis can lead towards discussion and as result this can lead towards suggestions in various fields.

The goal of this section is to appear and clarify how information is investigated and what the outcomes behind that examination. There are different tools for the composition of initial data file and data screening of primary data such as checking missing attributes, normality, and multivariate outliers and alongside different descriptive data was SPSS 20.

This chapter consists of three segments. Foremost segment is the descriptive discussion about procedure of preliminary investigation of data. In the second section there will description of characteristics of demographics along with it there will be detailed description of the scales. Last segment contains the detailed discussion and results obtain from Structure Equation model (SEM). Following are the detailed discussion of each part

3.2.Preliminary Data Screening

Data in rough or crude form needs progression to change into useful form, because of different respondents and errors in the data. Tabulation analysis include misplaced values analysis, normality tests, various outlier screening, common procedure cross effect are conducted to perform the initial tests. Detail of data screening is defined in the segment below

3.3.Missing Value

To avoid the anomalies and error free results in future, the first step of analysis is to use missing value analysis (Wakefield et al., 2008). Among 459 questionnaire data there were not observed any missing value. So data was complete and there were no missing value in it. This is shown in the following table below.

3.4.Data Normality

Skewness and kurtosis are the two measures to examine the assumptions of normality. For the examination of data distribution Skewness is used while kurtosis is used for the investigation of amplitude distribution. The scope of -1 to +1 are the values of Skewness while on the other hand values of kurtosis are within the range of -4 to +4 to make distribution of data normal (Fullan, 2007). When the value of Skewness and Kurtosis is zero this means that data indicates perfectly normal distribution.

3.5. Outlier Analysis

The analysis used to refine the normality of the statistics is known as outlier analysis. The huge value of a variable is the outlier which misstates the statistics and when size of the sample is small its effect is obvious (Karimi et al., 2007). Method of Statistical analysis is mostly used to check the outliers. Well in the data there is no outlier found. In our data set of 459, the value of kurtosis and skewness for complete were within the range of normal distribution of quasi. So there is no need to delete any item.

3.6. Demographics:

As demonstrated in the chapter 3 that the citizenry was clothing and fashion industry consumers. Survey of seven point moderate scale was adopted from the existing documents for the record collection.

In this research paper almost data of 300 people were collected according to which 52.0% of respondents where male and 48.0% of respondents were female (see Table 4.1). All the respondents are currently working in different IT companies of Pakistan.

Gender				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Male	156	52.0	52.0	52.0
Female	144	48.0	48.0	100.0
Total	300	100.0	100.0	

Table 4 1

Moreover the data which were collected was categorized in four major age groups which were starting from 20 years and last group includes respondents who were above 51 years of age. But in current data there was only 9 respondent who were the ages of 51 years or above. The frequency of age groups could be examined from Table 4.2.

Age				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
20-30 Years	126	42.0	42.0	42.0
31-40 Years	101	33.7	33.7	75.7
41-50 Years	67	22.3	22.3	98.0
Above 50 Years	6	2.0	2.0	100.0
Total	300	100.0	100.0	

Table 4 2

All the respondents were from strong educational background therefor educational details of respondents were also being collected to determine the education of respondents. Minimum education was Intermediate and maximum was PhD but currently there was no PhD holder respondent who provided his/her opinion. (Table 4.3)

Qualification				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Matric	1	0.3	0.3	0.3
Intermediate	25	8.3	8.3	8.7
Bachelor	138	46.0	46.0	54.7
Masters	103	34.3	34.3	89.0
MPhil	53	11.0	11.0	100.0
Total	300	100.0	100.0	

Table 4 3

While collecting data it is necessary to have firm information about experience of your respondent especially when your respondents are from cooperate sector. To fulfill this need experience of respondents were also retrieved from them which were also categorized in four groups (Table 4.4).

Experience				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Less than 1 Year	51	17.0	17.0	17.0
1-3 Years	97	32.3	32.3	49.3
3-6 Years	82	27.3	27.3	76.7
Above 6 Years	70	23.3	23.3	100.0
Total	300	100.00	100.00	

Table 4 4

3.7. Reliability analysis:

According to Baer & Oldham (2006), reliability is defined as how much consistent the measure of concept is. This research have used an internal reliability as it have multiple measures with different constructs. The most important and useful method to measure internal reliability is Cronbach's alpha (Harrison & Klein, 2007). If the value of Cronbach alpha falls in the range of 0.70-0.90 it means it will be high level reliability, if it falls in the range of 0.50-0.70 it means it will be medium level and if its below than 0.50 then it low level reliability (Harrison & Klein, 2007). The Cronbach's alpha figure for all the variable is shown in following table below

The questionnaire which was presented in front of respondents to give their opinion was well tested for validity of questionnaire as well as reliability of questionnaire. The data which was attained from respondents was on likert scale of five points.

Variable Name	Mean	Cronbach's Alpha
TTL	3.3381	0.533
PTP	3.6458	0.469
TC	2.3658	0.629
PC	2.6978	0.604
RC	3.0392	0.524

Table 4 5

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The alpha reliability of the scales are 0.533 for Team Temporal Leadership scale (7 items), 0.469 for Project team performance (4 items), 0.629 for Task conflict scale (4 items), 0.604 for Process conflict(3 items) and 0.524 for Relationship conflict (4 items) and a combine Cronbach's Alpha value of 0.615 for all the 5 variables. As all the values of alpha are above 0.5 which is conventional standard, hence it's providing the evidence of validity of these measures.

Cronbach's Alpha	N of Items
.615	5

3.8. Correlation & regression analysis:

Correlation Analysis

The Correlation Analysis in below Table 4.7 discloses the direction of relationship (either positive or negative) among variables. In this study, correlation analysis shows that all variables are correlated, mostly positive correlated as prescribed in the hypothesis. It depicts that TTL, PTP, TC, PC and RC are positively associated with each other.

	1	2	3	4	5
1. *TC*	1				
2. *PC*	.426**	1			
3. *RC*	.370**	.202**	1		
4. *PTP*	-.283**	-.473**	-.285**	1	
5. TTL	-.327**	-.476**	-.142*	.344**	1

* p<.05, ** p<.01 *** p<.001; N=459

Table 4 6

Regression analysis for determinants of Performance

The below Table 4.8 represents significant positive relationship of Task conflict and process conflict to experience with Project Team Performance whereas; Relationship Conflict is negatively associated with Project Team Performance. Firstly, the influence of demographic variables i.e. gender, age, qualification and experience is controlled and then regression analysis between concerned variables is performed. Furthermore, the value of $R^2 = .205$ and F = 34.45,

which depicts that the impact of other variables on project team performance is 65.5% with appropriate model fitness.

Predictors	Performance		
	B	**R^2**	**$Δ^2$**
Step 1			
Control Variables		.010	
Step 2			
TC	-0.028		
PC	-0.355***		
RC	-0.183***		
PTP	0.515***	.265	.255

* p<.05, ** p<.01, *** p<.001
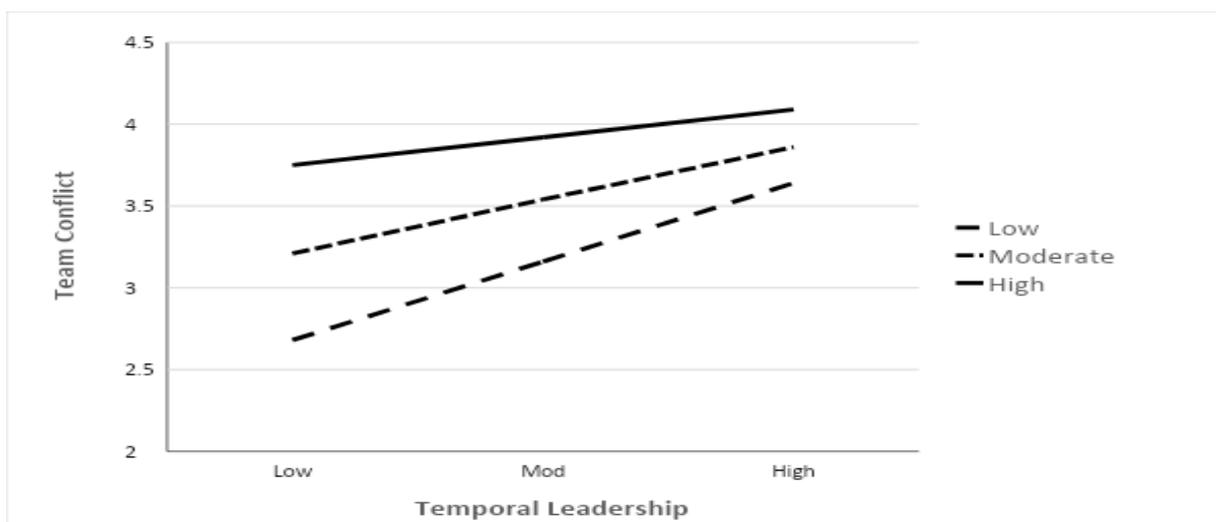
Table 4 7

3.9.Moderation Analysis:

Figure 2

TL increases PTP in presence of TC

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In statistics and analysis of regression, moderation takes place when two variables are dependent on the third variable. This third variable is a moderator variable. The main purpose of this variable is to give direction and strengthen the consumer purchase attitude. In this thesis the moderator is team temporal leader and conflicts are the independent variables which are negatively effecting the project team performance.

The main purpose of performing the moderation analysis is to identify the overall effect of the variable which is helping to over watch the relationship of independent and dependent variables. In this research work, the moderation analysis was being performed with the help of latent variable interaction.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constants)	2.804	0.479		5.856	0.000
	TC	0.144	0.180	0.159	0.803	0.001
	TTL	0.370	0.121	0.656	3.065	0.002
	TTL x TC	-0.095	0.052	-0.433	-1.833	0.000
a. Dependent Variable: Mean PTP						

Table 4 8

In this the t value is negative and both the values of Task conflict and Team temporal leader is significant. This means that task conflict could be controlled with the help of team temporal leader but it have a negative impact on project team performance. The interaction term between team temporal leadership and task conflict is also significant. This shows that in the presence of temporal leadership, task conflict which is effecting project team performance could be controlled in positive manner. Studies have shown that temporal leadership always help to moderate the effect of conflicts occurring in a team which directly or indirectly effect the performance of team.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constants)	3.903	0.432		9.045	0.000
	PC	-0.158	0.146	-0.187	-1.079	0.282
	TTL	0.233	0.119	0.414	1.965	0.050

TTL x PC	-0.060	0.046	-0.256	-1.299	0.195
a. Dependent Variable: Mean PTP					

Table 4 9

In the above mentioned table, the value of t is negative and but the Process conflict is not significant whereas team temporal leadership are significant. This shows that the process conflict have very less chances to be controlled under temporal leadership. The interaction term between team temporal leadership and process conflict is also not significant. This shows that in the presence of temporal leadership, process conflict which is effecting project team performance have very less chances to be controlled in positive manner. The moderating effect of temporal leadership helps to maintain the performance of project team while if there is a chance, process conflict occurs. With the help of team temporal leadership, process conflicts may be handled in such a way that project team performance is not disturbed.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constants)	3.288	0.587		5.601	0.000
RC	-0.062	0.189	-0.062	-0.326	0.744
TTL	0.326	0.162	0.579	2.016	0.045
TTL x RC	-0.052	0.054	-0.305	-0.958	0.339
a. Dependent Variable: Mean PTP					

Table 4 10

If the above table is examined and value of t is closely checked it is clearly figured out that the variables Relationship conflict is not significant whereas temporal leadership are significant. This shows that relationship conflict in the presence of temporal leadership have very less chances to be controlled or may not be controlled. The interaction term between team temporal leadership and relationship conflict is also not significant. The non-significance of interaction term between team temporal leadership and relationship conflict shows that team temporal leadership have very less or no moderation effect on the association of relationship conflict and project team performance. Whereas the moderating effect of temporal leadership may not properly helps to maintain the performance of project team while if there is a chance of occurrence of relationship conflict.

3.1 4.7 Hypothesis Summary:

No	Hypothesis	Accepted / Rejected
H1	Relationship Conflict is associated with project team performance.	**Accepted**
H2	Relationship Conflict is associated with project team performance.	**Accepted**
H3	Process Conflict is associated with project team performance	**Accepted**
H4	Temporal leadership moderates the relationship between Relationship conflict and project team performance.	**Accepted**
H5	Temporal leadership moderates the relationship between task conflict and project team performance.	**Rejected**
H6	Temporal leadership moderates the relationship between process conflict and project team performance.	**Rejected**

Table 4 11

Table 4.11 shows the acceptance and the rejection of the proposed hypothesis in this study. After performing different tests and analysis practices on the sample data collected with the help of questions adopted from different research works, the results of those tests and analysis practices shows significance. This significance shows that all the hypothesis are accepted and this research model is significant enough to implement.

4   Conclusion

Acknowledgment

This paper is an output of the thesis written in MS Project management final year. According to which the main purpose of this study was to find the relation between different types of conflicts occur within a team with project team performance under the moderating role of temporal leadership. This section is related to the discussion about the above mentioned relationship in a detailed form and provides the explanation of the results with the help of theory supporting the relationship. In this chapter, theoretical and practical implementation of study along with this the limitation and future scope of study is being highlighted in a proper manner. The main purpose of this study was to test the impact of team conflicts which include task conflicts, relationship conflicts and process conflicts on project team performance. Along with this the moderating role of temporal leadership was also tested in this study. Temporal leadership is currently in early stages of its development with respect to theoretical work done by different researchers as well as its implementation with in different grown and growing industries. Keeping these efforts in mind a solid evidence could be found that temporal

leadership have a potential to influence on different industries and could increase a record number of its followers with the help of its positive results and strong employee leader bond creation capability.

If a discussion is made on results it is clearly described that the relationship between project team performances in different types of team conflicts are significant. Also the moderation hypothesis were accepted. With the help result the one can provide an evidence that project team performance decreases if there is any kind of conflict between / within a team which could be controlled and overcome with the help of temporal leadership (Harrison & Klein, 2007).

Due to the factors of temporal leadership associated with positive outcome, it gain attention of researchers in last decade. It immediately controls the misunderstanding occurred within a project team with the help of its self-confidence. With the help of temporal leadership a manager could easily organize, coordinate and distribute the task among its team and motivate them to give desired output results in a proper required manner (De Dreu & Weingart, 2003). The hypothesis stated in this study are associated with the moderating role of temporal leadership between team conflicts and project team performance. Authors such as Morgeson concluded that "Temporal leadership which has its self-confidence and future related high-level view of their team, the way he performs his task and the Environment of his task accomplishment, has a very important and value able role for enabling his teams towards project success" (Hackman, 1990).

The relationship between, types of team conflicts and project team performance are significant and are negatively associated with each other, this shows that temporal leadership helps to increase the project team performance by controlling the conflicts occurring within the team. In the light of results, a synchronization is also found between the findings and social learning theory which states and supports that employees always learn with the help of environment they have in the surrounding. When an easy and relaxing environment is being provided to employees which include no conflicts and leg pulling this help employees to perform better in their tasks and give results beyond the expectations of management. Project team performance mainly focuses on the positive mindset of team members at their work places (Baer & Oldham, 2006). According to the study of Perrin's Global workforce (2003), "the employee's capability and enthusiasm help the company to move towards success by providing mandatory efforts on the maintainable basis. work engagement is described and operationalized in its positive, satisfying, word related point of view that is represented by dedication, vigor, and absorption" (Anderson & Sun, 2017).

In the nutshell, all the above discussions, analysis under the light of previous studies and theories concludes that when there is team conflict then the performance of team always reduces and manager could not increase the productivity of team under team conflict. The only way which is there for manager to overcome team conflict and to increase the performance of team to adopt temporal leadership and utilize its managerial resources. In Information Technology industry on which this was focused, team conflict mainly occurs as it's an industry of innovation and this always leave room of ideological conflict, decisional conflict, opinion based conflict among team members. To utilize these conflicts in a positive way manager or team leader should utilize IT resources under the light of temporal leadership.

Summary and Findings

When some people are working in single environment and under one roof there is always possibility of disagreement between them. This disagreement if discussed in term of team conflict which include task conflict, relationship conflict and process conflict may sometime cause negative impact on team and sometimes cause positive impact on team. In this correlation matrix analysis (Table 4.6) it is clearly shown that team conflict have positive relation with project team performance. Here a conflict occurs; like Au & Marks (2012) claims in there study that team conflict may affect team performance in a negative sense, in the light of their study it shows that all types of team conflicts must be negatively correlated with Project Team Performance. Whereas Kankanhalli, Tan, & Wei (2006) in their study says that to some extant team conflict may put positive impact on Project Team Performance, in the light of their study it shows that Team Conflict should be positively correlated with Project Team Performance, which currently is reported in table 4.6.

If Au & Marks (2012) are considered as correct in this study then it also shows that TC under mediation of Temporal Leadership must have negative impact of Project Team Performance. Which thereafter if examines in Table 4.8, it clearly supports that Task Conflict (TC) must have negative impact on Project Team Performance under moderation of Temporal Leadership as it is being accepted that Task Conflict have negative impact on Project Team Performance. Therefore it is clearly assumed from above results that Task Conflict has negative impact on Project Team Performance in moderation of Temporal Leadership.

Same the examination is being performed on Process conflict (PC) and relationship conflict (RC). Table 4.9 clearly supports under the light of above mentioned theory that Process conflict is negatively impacting project team performance and under the moderation of temporal leadership, process conflict could be controlled due to its negative value mentioned in interaction term of PC and Temporal Leadership.

Similarly, Table 4.10 clearly supports under the light of above mentioned theory that relationship conflict Relationship Conflict is negatively impacting project team performance PTP and under the moderation of temporal leadership TL, relationship conflict RC could be controlled due to its negative value mentioned in interaction term of RC and TL.

Further research and Recommendations

As IT is a fastest growing industry therefore there are many new openings for researchers on which they could bring useful studies. The topic of this research only highlights the managerial involvement of functions and their impacts on team performance, but not only management are involved, there are other factors too in Information Technology industry which influence on project team performance. These factors if could be discussed using some of above contributions could help to add new things in study. Also team conflict's negative role is examined in current study. Positive role of team conflict could also be tested on this research model.

In the light of above study it is recommended that the managers or project team leaders who are currently working in different IT companies of Pakistan, if adopt temporal leadership style while interacting with their team members and also utilize IT resources in such a way that it reduces team conflicts and help to increase the productivity of team. In Information Technology industry most of companies avoid to use IT functions in managing things, if those functions

could be implemented in management side of IT then it could help leaders a lot to achieve goals in faster and efficient way and also motivate teams to work in a positive way.

5.1 Limitation of the study

Although the effort was made to cover many aspects of industry but still the study is on smaller scale and may have some ambiguity in results. Collection of data was first hurdle which made it limited to attain more industrial reviews. This could be rectified if data is collected from multiple cities of Pakistan and again analyzed with similar constitutions. As managerial side was supposed to discussed that's why other constrains which could affect performance of team were temporarily being neglected in study.

Another limitation of this study was its sector of study, where only companies dealing with Information technology related projects were studied and contacted which made this study a core study on information technology companies. To check the impact of study from another point of view future researchers could apply the research model on real estate companies and industries where multiple number of workers are working under one roof. Another best industry where this study could be applied is banking sector. In Pakistan banking sector have a strong chain of command and with large number of employees and proper hierarchy this study could perform better.

This study only examined the relationship of leader with employee and questions were asked from employees regarding their leadership, if leaders are questioned regarding their employees or both leader and employees are questioned together this study could give more deep and clear image.

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