



EFFECTS OF INTRA-GROUP CONFLICTS ON GROUP WORK EFFECTIVENESS: THE MODERATING ROLE OF CULTURAL DIVERSITY

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ABSTRACT

In the organizations, group work is essential for effective performance, and conflicts can occur at any place where more than one person works. Intra group conflict is the current phenomena for study that guides employees to do their tasks better even in conflicts. The aim of the study was to investigate the effect of intra group conflicts (emotional and cognitive conflicts) on the employees' work effectiveness, and the moderating role of cultural diversity at work place. The sample size of the study was 306 people, however only 180 questionnaires were filled completely that meant the rate of respondents was 68.2%. After application of the statistical tests including multiple regression spilt method and correlation, the findings of the study suggested that overall there was a significant impact of this model and all the variables were positively correlated, while the role of cultural diversity as a moderating variable was not found very strong when the cognitive conflicts occurred. Moreover, at the managerial level, there was a need to understand the relation of intra group conflicts with the work effectiveness. Therefore, as conflicts are inevitable at workplace, it is better to make them functional rather than dysfunctional, additionally, the area of intra group conflict may still have various hidden factors to be explored.

Keywords: Intra Group Conflicts, Group Work, Effectiveness, Cultural Diversity.

INTRODUCTION

Conflicts are inevitable in organizations due to the changes in structures, and tasks become complex in the organizations, globally. Organizations consist of a group of people, where people work together to achieve a common goal and ultimately this achievement will lead to success in their professional life, but here, one thing is also needed to be considered: "Conflicts". In a place, where more than one person works in a united way it is obvious that there is a likelihood of conflict. Conflicts are basically disagreements between two or more people/parties. Primarily, conflict are of two main types (Jehn, 1994) which are: Task conflicts and emotional conflicts. Task conflicts refer to the disagreements on tasks due to different opinions and ideas; however, emotional conflicts mean interpersonal incompatibilities (Curseu, 2011). Conflicts are always there whenever employees work together in teams or group interdependently (Bradley et al. 2015), and it is important to consider the group dynamics at workplace to avoid unnecessary conflicts (Forsyth, 2018).

Cultural diversity is not that common as it is now, it has become one of the prominent areas of focus for organizational managers and management. This diversity can include: age, gender and ethnicity (Pelled et al., 1999). Diversity holds potential to promote creativity and at the same time, creates troubles in communications (Haines, 2014). Ranjporazarian, et al., (2017) declared that cultural programming allows a more precise management, organization and design measures and activities in accordance with the objectives and priorities. In the current study, the concept of diversity has covered these areas: ethnicity, education, different skills, and belonging to different cultural background. Many researchers have argued that conflict may be functional or dysfunctional, because sometimes these conflicts create the new ways out, and other ways around which do not come to mind in a straight forward way, these conflict initiation processes may be severe, but if they are managed in a proper way, they are normal at workplaces. These conflicts will definitely impact on group effectiveness and overall organizational performances (Afzal et.al, 2009).

Intra group settings and conflicts both are closely related in an organization, therefore the preferences of resolution really matter (Zarankin, 2008). The task conflict is a situation in which members of a group have different opinions in decision making, task execution, choosing an action, etc. However, the emotional conflict is a disagreement in relationships which is described as anger, other negative feelings among group members (Eisenhardt et al., 1997).

This research study investigated the extent the intra group conflicts, which have been moderately caused by cultural diversity, in leading textile mill (Karachi based company) affected the group work effectiveness at the work place. Conflicts are a part of every organization, it does not matter how good the organization and its management is, they cannot eliminate the phenomenon. According to the nature of conflicts, they can be functional and dysfunctional. It has also been found from the past studies that the relationship/emotional conflicts are considered as dysfunctional, however task conflicts at low level are functional, but if it is not resolved timely, it will lead to emotional conflicts which may become the cause of chaos in the organization (Meer, 2013).

The human relationships play an important role at workplaces. The result of any task will be of greater worth if it is a group effort, but this can be inefficient and ineffective due to the disagreements and differences. Conflicts tend to have negative outcomes, but sometimes they stimulate the group members to solve a problem in a creative way, and increase the participation of group members (Olu et al., 2014). Task and emotional conflicts were the focus of this study. Sometimes, conflicts arise due to having diverse backgrounds of employees. Diversity at workplace is now becoming a reality; organizations are now taking initiatives to provide diversity trainings in order to prepare their workforce to do their jobs by integrating diverse perspectives (Armstrong, 2011). Rafique et al., (2018) in their study proposed a research framework to understand the role of innovation in business performance with a focus on inter-organizational learning influence. Haines (2014) suggested that we should understand that how disagreements pertaining tasks and emotions are surrounded with cultural contexts to learn about resolving conflicts with practical approach. It is very important for the stakeholders to understand the linkage of intra group conflicts with groups' work performance and satisfaction. In organizations, one of the important tasks of the



management is to provide the environment which facilitates the cooperation and coordination to achieve the goals (Olu et al., 2014).

LITERATURE REVIEW

Intra group conflicts are very natural in the organizations and have both advantages and disadvantages. Conflicts can be useful and harmful, it depends on the way they are handled (Nakatsugawa & Takai, 2013). To avoid the harmful conflicts, clear and open communication helps a lot so, this will make sure that the group members / employees remain in their focus on the goal achievement.

Intra group conflicts:

Various authors have demonstrated adroitly and exactly that intra group conflicts can be divided into two types of conflicts, emotional conflicts and cognitive task conflicts (Amason, 1996; Pelled et al., 1999). Jehn's (1995) wording is very appropriate to understand the types of conflicts; he named the first type of conflict as the relationship conflict, and the other type as the task conflict. The relationship conflicts can be described by interpersonal incompatibilities among group members within the organization, that are connected with pressure, hostility, and inconvenience. The task conflicts refer to contradictions among gatherings (group members) about the matter of their choices and decisions including differences in perspectives, thoughts, and results.

However, recent literature of intra group conflicts (Jehn, 1994; Jehn & Bendersky, 2003) incorporated a third kind of conflict marked as a process conflict. This type of conflict refers to the contradictions or disagreements among group members on the way the tasks should be fulfilled, how obligations ought to be allocated, and how assignments ought to be assigned, as opposed to the task conflicts which are related to the conflicts on particular finishes of the intra group members. In Pakistan, as a developing country, people have always been facing uncertain issues and instable conditions from society and politics, and their emotions get disturbed by these conditions which will definitely impact the organizational performances.

Intra group conflict and Group work effectiveness

The effectiveness of group work is very crucial when considering organizational context; in this study, by effectiveness, it was meant the performance and satisfaction level of employees at a work place. Weimer (2014) gave some recommendations in her article that how we can manage the group work and make it effective, which have been given below:

1. Always keep in mind the importance of group work.
2. Use training program and team building skills to maintain cohesion in group.
3. Make sure goals should be clearly stated, and workload is equally distributed.
4. Interim reports and feedback is essential while working in a group.
5. The evaluation of group work performance and the role of the leader is important.

Group effectiveness is usually perceived as multifaceted which emphasizes on internal and external criteria, in which internal factors are satisfaction and group capability, while external criteria are group performance and efficiency (Kozlowski & Bell, 2003). One study suggested that whenever we work in group, there is a tendency to create conflicts in the group because different people have different mind sets and thinking, so to minimize the negative effect of intra group conflict on group performance and quality, the leadership style should be flexible



to manage the disagreements (Curseu, 2011). To avoid conflicts in the group work, one should be a good listener, know the group members completely, and be objective and unbiased. The authors of this study tried to get the results of the following hypotheses:

H1: there is a significant relationship between cognitive conflict and group work effectiveness.

H2: there is a significant relationship between emotional conflict and group work effectiveness.

Intra group conflict and Cultural diversity:

The theory of culture has been defined in a wide range of ways (Bond and Smith, 1996) that diversely have focused on its cognitive, behavioral, symbolic, value-related, phonetic, historical, or geographic qualities (Triandis, 1996). In an effort to accommodate these different definitions, Triandis (1996) proposed that the concept of a cultural syndrome (disorder) may help to understand cultures and cultural contrasts. He characterized the cultural syndrome as “a form of the shared attitudes, beliefs, categorizations, self-definitions, norms, classification and values that have been organized around a theme that can be identified among those who speak a particular language, during a particular time period, and in a definable territory”. When the members of a group have distinct demographic backgrounds, they may have different belief structures for instance: priorities and understandings (Wiersema & Bantel, 1992). This may raise the conflicts among the group members in the organizations.

As organizations are now facing competitive environments, and search for the new ways to get work done effectively, the diversity in the work force is one way to achieve targets, and the human resource is a competitive advantage for an organization, furthermore, the researchers have considered the diversity as the main type of conflicts to understand the relationship between intra conflicts and diversity, one as the relational oriented diversity (gender, age, ethnicity etc.) and the other as the task oriented diversity (education, tenure, interpersonal skills etc.) (Pelled et al., 1999). Their study suggested that there was an important association between these two variables. The conflicts among group members may harm the coordination and the inspiration of the group, and make the group members feel uneasy; with this related literature, the context authors answered the result of these hypotheses:

H3i: There is a significant moderating role of cultural diversity between emotional conflicts and group work effectiveness.

H3ii: There is a significant moderating role of cultural diversity between cognitive conflicts and group work effectiveness.

In the present exploration of the studies, it has been contended that inspecting the genuine contact that the cultural minorities create in diverse cultural changes, is significant to comprehend whether their cultural assimilation inclination had been met or not. In diverse changes, the acculturation contact inconsistencies may develop in the light of the fact that the cultural minorities can't generally pick how to take part in intercultural relations, as the host group or society may force pertinent boundaries and limit their goals (Ramos, et.al 2015). The interaction among the group members will be highly affected by the prevailing culture in the organizations, flexible cultures will definitely encourage the group work, and if the members belong to other cultural backgrounds then it also will not matter, because as the world changes, the people become diverse in nature, and the employees in organizations try to develop and enhance their adaptability skills.



Lawrence (1997) stated that diversity in work group is still considered as a black box, and there is a lot more to be done to investigate and explore this idea in the contexts of conflicts in organizations, whereas Vodosek (2007) identified that further research should be done to examine the extent the cultural diversity moderates the association between the intra group conflicts and group outcomes. The study has considered above mentioned gaps in entire research process and also focused on the tactics that have been used in Pakistani organization.

Research Model

The framework of the study has been depicted below diagrammatically in which the emotional and task conflicts have been considered as independent variables, group work effectiveness as a dependent variable, and the cultural diversity as a moderating variable.

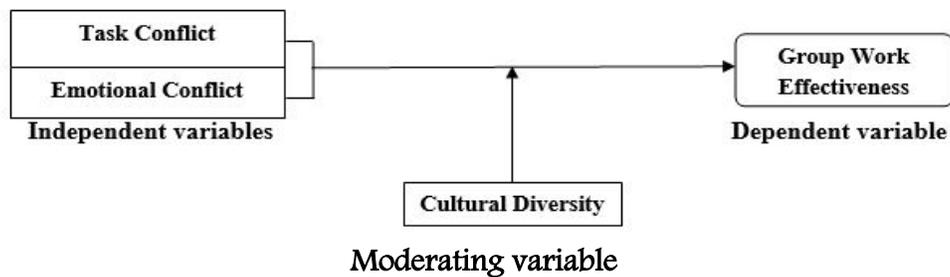


Figure 1: Research model

RESEARCH METHODS

The sample of the study was “employees working in one of the leading textile mills in Karachi”, as the research was based on a quantitative method, the sample size was justifying enough to derive significant results. The sample size of the study was 306 respondents; and the respondent rate was 58.2% which meant only 180 questionnaires have been returned back. The sample size has been selected from Rea & Parker table at 95% confidence interval with $\pm 5\%$ margin of error using non probability convenient sampling. Both the primary and the secondary data have been used for analysis to get the appropriate and noteworthy results. The survey questionnaire was used for data collection, and besides the relevant articles and published content have been used as the secondary data.

The scale has been adapted from three relevant research studies, and this instrument has been validated by academic research supervisors and field experts from the organization. This confirmed its construct and face validity. The scale of the emotional and cognitive/task conflict was taken from the study of Jehn (1995), the group work effectiveness scale was taken from Hjertø (2006), while the cultural diversity was adapted from Pelled et al (1999) & Podsiaowski et al., (2013).

The questionnaire of this study has been finalized after vigilant and mindful analysis of the literature and the consideration of the experts’ views. The questionnaire was divided into two main parts: 1) demographic profile of the respondents and 2) Another part of the questionnaire consisting of four items which were: emotional conflicts, cognitive conflicts, group work effectiveness and cultural diversity. Nominal & Ordinal scales were used for demographic section and Likert scale was used for the measurement of the main variables

ranging from strongly disagree to strongly agree (1 to 5) to measure the responses. The demography part contained: Gender, education, managerial level, age and tenure.

The treatment of the missing values in the questionnaire while conducting a field work and filling questionnaires has been very crucial to deal with. Less than 10% around 6 out of 180 have missing values so to overcome this problem, neutral value of “3” has been taken instead of the empty space. Overall, the data of the study was not normally distributed, and the majority of its values were negatively skewed (mostly values lied on the right of the mean while the extreme values are on left side) and the data was spread on the platykurtic distribution (flatter and wider dispersion).

The final results of Cronbach’s alpha coefficient reliability of each variable in the study showed that the responses of the respondents were reliable and accurate. Variable wise reliability results are given below in table.1 with the number of questions in every variable.

Table 1: Reliability Results

| Variables | No of questions | (Reliability Results) |
|--------------------------------|-----------------|-----------------------|
| Emotional Conflict | 5 | .792 |
| Cognitive Conflict | 5 | .709 |
| Work performance Effectiveness | 7 | .924 |
| Cultural diversity | 6 | .891 |

Source: Output from SPSS

The overall reliability of the study was above 0.7, and emotional conflict had the reliability of 0.792, the reliability of the cognitive conflict was 0.709, the work performance effectiveness had the reliability of 0.92, while the cultural diversity had the reliability of 0.891. The reason behind the high reliability was that the concepts of Intra group conflicts and its impact on the work performance effectiveness were clearly explained to all the respondents, and their responses were more or less the same.

The treatment of the moderating variable was tested after converting the cultural diversity variable to a dichotomy variable (discrete) of yes and no, taken 3 as the average responses, then below 3 were considered as “0” which meant there was no effect of cultural diversity in the organization, however 3 and above were considered as “1” which meant yes there was a moderating effect of cultural diversity. The analysis of this variable was done after splitting the data into no and yes condition, and then regression analysis was used to test the impact of the moderating variable.

DATA ANALYSIS

This research study was based on the intra group conflicts, their impacts on the group work effectiveness, and the moderating role of cultural diversity. The analysis of the data collected from the field work has been given below along with the interpretation to understand the relationship between all the variables.

Respondents’ Profile

The respondents’ profile was consisted of basic information about the employees who were working in Orient textiles. The information has been depicted below in table 2:

Table 2: Respondent’s profile

| Demographics | Attributes | Frequency | Percentage% |
|--------------|------------|-----------|-------------|
|--------------|------------|-----------|-------------|



| | | | |
|-----------------------|-------------------------|-----|--------|
| Age (years) | 20-29 | 70 | 38.8% |
| | 30-39 | 70 | 38.8% |
| | 40-49 | 33 | 18.33% |
| | 50 & above | 8 | 4.44% |
| Gender | Male | 165 | 91.66% |
| | Female | 15 | 8.33% |
| Tenure on present Job | 1-5 | 70 | 38.88% |
| | 6-10 | 60 | 33.33% |
| | 11-15 | 26 | 14.44% |
| | 16-20 | 14 | 7.77% |
| | 21 & above | 10 | 5.5% |
| Managerial level | Upper level management | 20 | 11.11% |
| | Middle level management | 40 | 22.22% |
| | Supervisors | 80 | 44.44% |
| | Lower level management | 40 | 22.22% |
| Total | | 180 | 100% |

Source: Output from SPSS

The majority of the respondents were males, young work force and they were highly educated, with dynamic skills and passion of work.

Descriptive Statistics

Descriptive statistics were used to describe the data. The descriptive statistics of the study has been given below:

Table 3: Descriptive statistics

| Variables | N | Mean | S.D | Minimum | Maximum |
|--------------------------|---|------|-----|---------|---------|
| Emotional conflict | 5 | 3.3 | .82 | 1.80 | 4.40 |
| Cognitive conflict | 5 | 3.4 | .65 | 1.00 | 4.20 |
| Group work effectiveness | 7 | 3.1 | .95 | 1.00 | 4.29 |
| Cultural diversity | 6 | 3.2 | .71 | 1.00 | 4.17 |

Source: Output from SPSS

The above table shows the descriptive statistics of the research variables, which explained that the average responses of the variables were ranging from 3 to 3.4 which explicated that most of the respondents replied neutral, and the small standard deviations meant that the values in the statistical data were close to the mean values. Generally, the standard deviation measures show that how the data are concentrated around the mean, the standard deviation of the above data did not seem to be highly dispersed.

Regression Summary

Given below are the results indicating the regression summary of this study, on the bases of these we would accept or reject the hypothesis, these results would also help to check the significance of the study statistically.

Table 4: Regression analysis

| Criterion Variable | Predictors | B | T | Sig | R ² | Adj. R ² | F | Sig |
|--------------------------|--------------------|------|------|------|----------------|---------------------|-------|-------------------|
| | (Constant) | | . | | .783 | .779 | 211.2 | .000 ^b |
| Group Work effectiveness | Emotional conflict | .618 | 9.57 | .000 | | | | |
| | Cognitive conflict | .294 | 4.11 | .000 | | | | |

Source: Output from SPSS

Above table shows the results that work group effectiveness was highly dependent on intra group conflicts namely, the emotional conflicts and the cognitive conflicts. On the basis of the above data, we can accept the alternate hypotheses which were:

H1: There is a **significant** impact of the emotional conflicts on the work group effectiveness.

H2: There is a **significant** impact of the task conflicts on the work group effectiveness.

Because the t value was greater than 2, and p value was less .05, in fact the collinearity VIF value was tolerable. Both of the alternate hypotheses were accepted.

An examination of the above model predicted that t ratios were significant, the emotional conflicts and task conflicts were strong predictors with 0.000 P value. The positive sign on coefficient and t value for both independent variables indicated that, as the emotional and cognitive conflicts increased, the work group effectiveness tended to get high. While, the standard error of estimates was = .448. R square was .783 or 78.3%, and the adjusted R square was .779 or 77.9% which meant there was a strong predictability in this model.

Moderating Variable Treatment

The moderating variable of the study was “Cultural diversity”, the impact of this variable modified the relationship between the independent and dependent variables clarified by the analysis done by 2 stage least square regression. This analysis confirmed that there was a secondary predictor that was correlated to the main predictor.

Table 5: Regression analysis (spilt method)

| Criterion Variable | Predictors | B | T | Sig | R ² | Adj. R ² | F | Sig |
|-----------------------------|------------------------|------|---------|------|----------------|---------------------|---------|-------------------|
| | (Constant) | | | | .889 | .888 | 331.112 | .000 ^b |
| Group Work effectiveness | Emotional conflict | .944 | 42.5.57 | .000 | | | 77.38 | |
| | Cognitive conflict (0) | .094 | 4.25 | .000 | | | | |
| | (Constant) | | | | | | | |
| | Emotional conflict | .719 | 9.62 | .000 | | | | |
| | Cognitive conflict (1) | .001 | 0.19 | .985 | | | | |

Source: Output from SPSS

The above table depicts that t value of the cognitive conflict was 11.93 at .000 p value as significant, however R square and adjusted R square showed the modest predictability with little inflation.

From analyzing the above models, the overall moderating role of the cultural diversity was weakened, and the relationship between intra group conflicts (emotional and task conflicts) and group work effectiveness was modified. After having the impact of this variable in the equation, it was indicated that although it was still significant but the predictability in the model was reduced, and the cultural diversity had an insignificant moderating impact on the equation. Therefore, based on these results, the alternate hypotheses were accepted.

H3i: There is a significant impact of emotional conflicts on group work effectiveness with the moderating role of the cultural diversity.

H3ii: There is an insignificant impact of cognitive conflicts on group work effectiveness with the moderating role of the cultural diversity.

There was somewhat a significant impact of these variables after having the moderating effect. Comparatively, the emotional conflict had a moderation impact on the cultural diversity, while the cognitive conflict was not affected by the cultural diversity, which meant that the



moderating effect of people from a diverse background was on emotional conflicts which would create distractions to achieve tasks, while there was not such a significant role of cultural diversity on the relationship between the independent and dependent variables. Furthermore, the analysis showed that having employees of diverse backgrounds in the organization was good for the improvement of the versatility in skills and abilities, and it would create the sense of innovation, competition and incorporate multiple management qualities in the corporate employees. But, sometimes the combination of the diversity and clashes with diverse workforce would ruin the morale and satisfaction level of employees. So, the management of the conflicts is imperative at the right time.

DISCUSSION

This research study described the concept of the intra group conflict at the work place, how these conflicts emerged within the group, and the impact of work performance and the satisfaction of the employees. It explored that sometimes the conflicts could create the favorable consequences within the organization. The conflict has been perceived as the incompatibility between the values and actions among people. This study suggested that the conflicts' styles may have profound impacts on the work performance. Although, there have been many types of conflicts, here, in this study the focus was on the emotional and cognitive/task conflicts. Conflict styles played a crucial role to identify the approach of the conflict resolutions, and deal with the conflicts of leadership, and the competence of a person really mattered (Zarankin, 2008). The HR manager of the Orient textile also agreed with this point while talking in a validity interview he said the leadership in the organization helped the employees to face the routine and non-routine challenges, and the bond and cohesion of the employees have been really important to achieve the tasks.

Jehn (1994) proposed the differentiating factors between the task and emotional conflicts, he said that the emotional conflicts most of the time became the cause of dissatisfaction in performing the task at organizations, however, task conflict sometimes could be beneficial because it generated cognitive learning in the employees so they could be better decision makers (De Dreu & Weingrat, 2003). Similarly, this research study also emphasized that generally emotional conflicts affected the effectiveness of the employees as was seen in the correlation and regression summary, both analysis suggested that the emotional conflicts weakened the overall group performance, and decreased the satisfaction level. A previous study verified the influence of the conflicts on the work group performance (Jehn, 1995), however, in this study, the group work effectiveness was selected as a dependent variable, which comprised the group performance and satisfaction. The results of this study, suggested that there was a strong association and impact of intra group conflicts on the group work performance.

The result of the regression summary (independent and dependent variables) was significant overall, which approved the prior literature that meant the findings of this study and the literature had similarities. One study also demonstrated that if the nature of the conflict was in asymmetry, then it would decrease the group performance and minimize the creative skills (Jehn et al., 2010).



Many researchers have found negative outcomes of the culturally diverse groups in intra group conflicts; other researchers have elaborated that the emotional conflict could reduce the mutual understanding and cohesion in groups, it also diverted the groups' attention from the main task (Vodosek, 2007), in addition Jehn (1995) in his study suggested that the emotional conflicts had detrimental effects, and it had a negative impact on the group satisfaction level. This study also had more or less the same results which supported the hypothesis, however, the second hypothesis was rejected, because the cognitive conflict was affected by the moderation of the cultural diversity, but many researchers provided statistical evidence that the high level of cognitive conflicts could reduce the satisfaction level and the effective commitment so it should be at the average level (Vodosek, 2007). Jehn et al (2010) in their study proved that Intra group conflicts had a mediating role in the cultural diversity and outcomes, though, this study has brought the new horizon to conduct the research, and identified the impact of the intra group conflict on group effectiveness with the moderating role of the cultural diversity, and the whole model of the research framework was significant, and it had practical significance in the corporate world as well. The data of this study were significant because of three reasons: they were statistically significant; they had supported the pervious literature; and furthermore, they had practical implications.

CONCLUSION AND RECOMMENDATION

After analyzing the findings of the present study, it became obvious that the conflicts in organizations, especially in group works are inevitable, one cannot totally save him/herself from the conflicts that occur at the workplace. Intra group conflicts are those conflicts which create disturbance and disagreements among group members. Conflicts can become a cause of the ineffectiveness in work performance which will decrease the morale of the group as a whole.

This research has focused on intra group conflict, and the intra group conflicts which have been in this study were only of two types: task conflicts and emotional conflicts. This study revealed that there was a strong relationship between the intra group conflicts and group work effectiveness. Here, the group work effectiveness explicated the performance of employees and their satisfaction at the workplace. In Pakistan, organizations are now motivating workers to work or perform task in a group, because it would be more effective and better than individual working, and at the same time, they would learn negotiating skills to manage the conflicts. High intensity of the emotional conflict was associated with the group performance in a way that it would damage the effectiveness and the team spirit whereas, the cognitive conflict would not be harmful until and unless the employees took conflicts personally. Every conflict could be dangerous, if it were not handled seriously.

The cultural diversity has been taken as a moderating variable in this study, and it was checked that how cultural diversity strengthened or weakened the relationship between Intra group conflicts and group work effectiveness; in this study, it was explored that the cultural diversity weakened the overall relationship of the independents and dependent variables. This was a rich area of the research; it identified the complexity of the conflicts in the organization. After understanding the views of respondents in general, strategies can be made to mitigate the negative impacts of the intra group conflicts and use the conflicts in a functional way.



Many recommendations which can be given by this study and its findings. This research study helped to find out the intra group conflicts, how much they were prevalent in the Pakistani organizations, how one can manage these conflicts, and how one can mitigate the negative impacts of dysfunctional conflicts. Currently, in organizations, the complexity of tasks has increased and the employees are short tempered. The findings of the study suggested that the emotional/relationship conflicts were more associated with the group work effectiveness than the cognitive/task conflicts. This was not a shocking result, emotional conflicts were more inter personal, and the clashes among group members can become the cause of distraction from the actual purpose, but they do not always happen. The moderating role of the cultural diversity also played a crucial role in this research scenario, because people belonging to the different ethnicity, skills and knowledge base can become the cause of conflicts which ultimately affect the group performance and the satisfaction level of the employees.

Recommendations from the managerial perspective were given, as the employees should be trained to face the group conflicts at every stage, and the personal clashes and biases should be avoided while working in a group. The disagreement was a part of the routine; it is better to be used for the organizational improvement. Based on the analysis and logical arguments, open-mindedness is required to avoid emotional conflicts. Moreover, the findings of the study indicated that Intra group conflict was highly associated with the employees work effectiveness, so it is necessary to understand the root causes and antecedents of the conflicts, and the conflict transformation mechanisms within group should be understood by the higher authority in the company to manage their workers in doing tasks in a group.

The most practical implication of this study was that leaders and managers should invest time to understand the type of conflicts occurring in the organization specifically in groups, and train them how to manage these conflicts. The organizations require strategies to minimize the emotional conflicts while getting benefits from the task conflicts, and it is only possible when conflicts are managed constructively, and the members have psychological safety.

This research study has focused to investigate the intra group conflicts, and the employees' performance and satisfaction at work place with the moderating role of the cultural diversity. Further studies can be conducted on many areas, because the management of conflicts and the effectiveness of the employees' performance are very vast areas for the research and exploration.

In future, researchers can incorporate ideas of task conflicts and emotional conflicts with process and status conflicts. Further constructs are needed to develop for measuring the intra group conflicts. Researchers can check the findings and results by using different statistical tests. Moreover, the role of cultural diversity, emotional intelligence and effective leadership can be checked as a mediating variable in this context. Theoretically, the concept of cognitive still needs to be studied further because it is a complex concept. Sample size was very limited and the population of this study was only Orient textile mill Karachi, so later on scholars can extend the sample size and see the impacts of intra group conflicts in other sectors as well. Future studies may confront some other issues which are needed to be explored.

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