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Decoding Team Dynamics: The Influence of Power Types on Participation and the Mediating Role of Conflict

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Abstract

This research examines team dynamics, specifically the impact of diverse power types on team participation and the mediating role of conflict. Utilizing a mixed-methods approach, we explore the nuanced interactions of formal authority and informal influence within teams. Our focus includes legitimate authority, expertise, and referent power, investigating their differential effects on both task-oriented and socio-emotional aspects of collaboration. Through literature review and empirical data across organizational contexts, we aim to reveal how power dynamics shape team participation. Additionally, we dissect the role of conflict in the association between power types and participation, providing a nuanced understanding of its mediation. The theoretical implications of our findings enhance comprehension of the interplay between power, participation, and conflict in teams. Furthermore, practical insights derived can guide organizational leaders in optimizing team effectiveness, contributing valuable knowledge to team dynamics and supporting evidence-based interventions for productive and harmonious team environments.

Keywords: *Team Dynamics, Power Types, Participation, Conflict Mediation.*

Introduction

This study explores the intricate relationship between power types, team participation, and conflict mediation, enhancing our understanding of effective collaboration amid growing organizational emphasis on teamwork. The research explores nuanced power dynamics within teams, encompassing formal authority, expertise, and interpersonal influence, and analyses their impact on team members' participation and overall dynamics. Emphasizing the potential for growth and innovation through effective conflict management, the study investigates the complex interplay between power dynamics and team conflicts. Integrating a thorough literature review with empirical insights, it provides theoretical advancements and practical guidance for organizational leaders to foster collaborative environments, leveraging diverse power dynamics while addressing challenges posed by conflicts within teams.

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Literature review

Organizations, encompassing both formal and informal groups, exert substantial influence over staff activities, demanding coordination within diverse backgrounds. Guaranteeing adherence to organizational policies requires a strategic application of power and ethical considerations to optimize functionality. Thoughtful utilization of power can yield positive outcomes, while its misapplication may adversely affect the entire structure. Success hinges on employees comprehending and aligning with rules, nurturing mutual growth. Incomprehension may perceive policies as disruptions, impeding progress. In organizational research, the pervasive impact of power is scrutinized across functions, enhancing effective management and fostering a positive culture. In his theory, [15] Within this framework, individuals within a society possess the dynamic capacity to influence their own intentions despite encountering resistance. [31] define power as an individual's ability to influence the actions or lifestyles of co-employees. [21] have identified various factors motivating individuals to seek power. These include rewarding supporters, accomplishing goals, discouraging opponents, prompting subordinates to work, acquiring expertise, and consistently generating ideas that surpass others.

Legitimate power

Legitimate power assumes a crucial role in showcasing leadership. Studies have underscored its impact on employee outcomes, ethical leadership, and trust, revealing varied effects in diverse cultural contexts. A profound comprehension of legitimate power dynamics enables leaders to wield their authority more adeptly, fostering positive outcomes within their respective domains. It manifests when a subordinate follows the directives of a higher-ranking organizational member. Subordinates perceive the superior as possessing the authority to influence and regulate employee behavior [2]. Legitimate power is commonly termed 'soft' power, acquired through expertise, position, or the identification and dissemination of pertinent information [26, 32]. Leaders leveraging legitimate power are adept at achieving favorable outcomes and fostering employee dedication and job satisfaction [4]. The impact of legitimate power on subordinates is culture-dependent [6]. Leaders prioritizing legitimacy and fairness in wielding authority are more likely to garner trust from subordinates, resulting in heightened commitment and cooperation [9].

Reward power

Reward power, integral to leadership and social influence, guides behavior through incentives, impacting employee motivation and satisfaction. Research explores the Leader-member exchange's mediating function and cross-cultural variations in its influence. Leaders benefit from understanding these dynamics to effectively utilize positive reinforcement for a motivated and satisfied workforce. Reward power significantly impacts employee motivation; leaders offering meaningful rewards or recognition can enhance performance [11]. This power moderates the leader-subordinate connection and fosters high job satisfaction when employees have faith in their leaders [29]. Derived from positional authority, reward power instils confidence in employees regarding organizational justice, with responses varying across cultures [27, 17].

Coercive power

Coercive power, rooted in punishment and fear, significantly influences interpersonal relationships in social and organizational contexts. This review examines its conceptual foundations, manifestations, and impact on individuals and organizations, exploring strategies to mitigate its negative effects. Despite historically prevailing in authoritarian regimes, coercive power subtly contributes to aggression towards leaders within organizations, fostering retaliatory behaviors and elevating employee turnover rates. The impact extends to societal compliance with law and authorities [29, 33, 34]. Overuse of coercive tactics by leaders diminishes employee commitment [32], aiding in detecting

unlawful behavior but risking dissatisfaction [33]. Implemented to enhance operational efficiency, coercive power leads to coerced employees exhibiting reduced commitment, job dissatisfaction, and withdrawal from organizational goals, impacting productivity [28].

Expert Power

Expert power, is rooted in skill and knowledge, significantly influences decision-making, leadership effectiveness, and employee development across diverse cultural contexts. Leaders leveraging expert power can positively influence others and drive favorable outcomes in organizational and social settings. Cultural variations influence perceptions of expertise [35]. Employees with domain expertise significantly impact group decisions [21]. Expert power correlates positively with leadership effectiveness and with leaders leveraging expertise excelling in mentoring and guiding employees to enhance professional skills [4, 8]. An employee is deemed an 'expert' when possessing superior knowledge, irrespective of hierarchical position [24, 27].

Referent power

Referent power, integral to leadership and social influence, derives from an individual's attractiveness, charisma, and emotional connections. Extensive research has delved into its impact on leadership effectiveness, employee engagement, team dynamics, and shaping organizational culture. A nuanced understanding of referent power empowers leaders to inspire and positively influence others effectively. Charismatic leaders wield referent power, serving as models and fostering connections with subordinates [20, 27]. Employees viewing their leaders as referent figures tend to be more collaborative, enhancing team performance [16, 19].

Conflict

Conflict is inherent in organizational life, drawing research interest for its impact on Indian companies. Within these organizations, conflict is a complex, multi-dimensional phenomenon, studied for causes, types, resolution strategies, and effects on performance and employee well-being. Recognizing conflict dynamics and implementing effective management strategies are imperative for fostering a positive and productive work environment in Indian settings. In diverse work environments, conflict resolution management is influenced by culture [3]. Indian companies address issues through problem-solving techniques and collaborative approaches [5]. Conflict in India stems from work distribution, role ambiguity, and performance evaluation, categorized as intrapersonal, interpersonal, and intergroup conflicts [12, 18]. While excessive conflict adversely affects employee productivity and morale, moderate levels are linked to increased creativity and innovation[23].

Team participation

Team participation, integral to team dynamics, yields benefits like job satisfaction, creativity, and improved decision-making. However, challenges arise from power dynamics and resistance to change. Organizations fostering team participation witness enhanced team performance, adaptability, and overall success. Elevated job satisfaction stems from increased motivation [13, 14]. Open communication fosters idea sharing and creativity in teams, facilitating swift problem-solving [1]. In organizational power dynamics, leaders' support and overcoming resistance to change are pivotal [30]. Quality decisions result from high levels of team participation [7, 8].

Research Methodology

Objectives: Examining the impact of power and conflict on team management, this research illuminates the dynamics within employee interactions. The outcomes aim to enhance team management strategies, particularly within chosen manufacturing sectors. The study specifically endeavours to-

- Examine the influence of different power types on team participation.
- Analyze the mediating role of conflict between various power types and team participation.

These objectives seek to enhance our understanding of power and conflict dynamics, contributing to improved team management practices in manufacturing settings.

Research Design: The research design employed a mixed-methods approach, combining qualitative methods such as focus groups and personal interviews with secondary data, to inform the development of a questionnaire. Subsequently, quantitative data was collected through surveys, ensuring a comprehensive exploration of the research problem. The two-stage research process involved an initial exploratory phase, incorporating a literature review and focus group discussions, followed by a descriptive research phase utilizing a survey method to gather data from employees in various companies in Mysuru city, Karnataka. The sampling design employed a stratified proportionate method, categorizing employees into different levels within organizations. A total of 448 respondents from 15 manufacturing companies were selected, ensuring representation from both large and MSMEs in Mysuru. The reliability of scale items was verified through pilot surveys and factor analysis, with factors above 0.70 considered for the final questionnaire. The survey aimed at 400 respondents, acknowledging the highest obtained sample size of 448, to ensure robust and reliable results.

SMART-PLS facilitates model testing and also allows for the examination of instrument reliability and validity. In this study, the constructs—Expert Power (EP), Reward Power (RP), Coercive Power (CP), Legitimate Power (LP), Referent Power (RFP), Team Participation (TP), and Conflict (CF)—are central to the investigation.

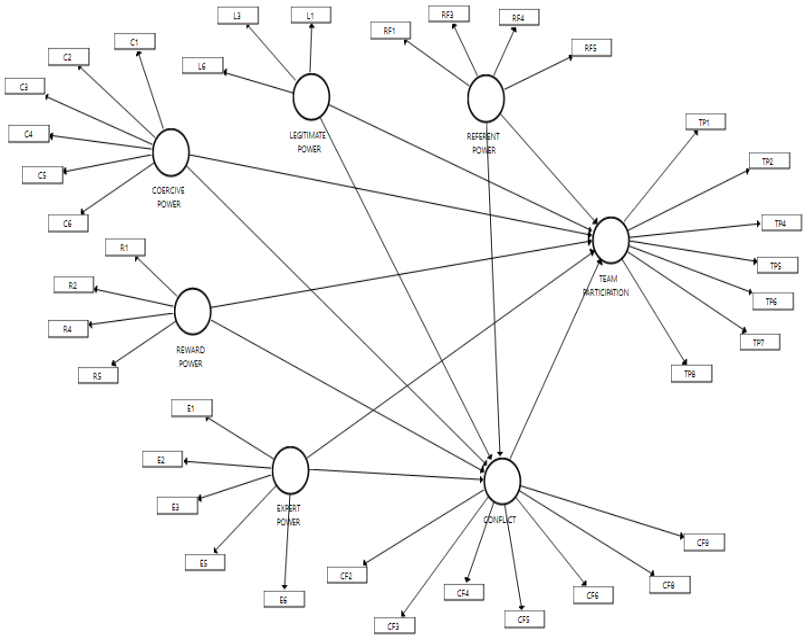


Figure 1: Note: TM – Team Participation, EP – Expert Power, CP – Coercive Power, RP – Reward Power, LP – Legitimate Power, RFP – Referent Power, CF- Conflict

Structural model paths and Hypotheses

H01: There is no influence of Referent power on Team Participation

H02: There is no positive influence of Legitimate power on Team Participation

H03: There is no positive influence of Coercive power on Team Participation

H04: There is no positive influence of Reward power on Team Participation

H05: There is no positive influence of Expert power on Team Participation

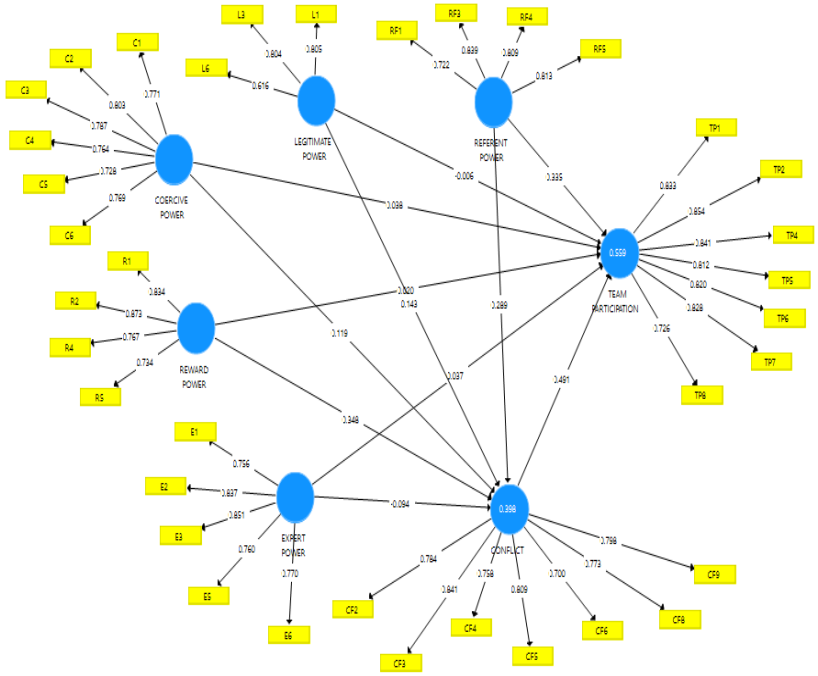
H06: There is no mediation effect of conflict between types of power and Team Participation

The model includes two step analysis. First step includes measurement model analysis and Second step in structural path model analysis. The research initiates with evaluating measurement models, ensuring reliability and validity, followed by the analysis of the structural path model.

Exogenous Constructs: Exogenous constructs (EP, RP, CP, LP, and RFP) are external factors in the model, influenced by factors beyond its scope. Positioned on the far left, akin to independent variables, they predict other constructs without hypotheses predicting their behavior.

Endogenous Constructs: In the path model, CF and TP are endogenous constructs predicted by antecedent constructs, serving as both outcomes and predictors in various hypotheses. This dual role is accommodated in PLS SEM, allowing for a comprehensive test with a single structural model.

Assessing Measurement Model Reliability and Validity



PLS SEM Evaluation of Measurement Model for Power Types-Conflict-Team Participation

Figure 2 : PLS SEM Evaluation of Measurement Model for Digital Product presentation for enhancing market share TM – Team Participation, EP – Expert Power, CP – Coercive Power, RP – Reward Power, LP – Legitimate Power, RFP – Referent Power, CF- Conflict

Table 1: PLS SEM Construct names

Construct	Indicator	Name of Indicators
Referent Power (RF)	RF1	'My superior has a pleasing personality'
	RF3	'I admire my superior because he (she) treats every person fairly'
	RF4	'I like the personal qualities of my superior'
	RF5	'I want to develop a good interpersonal relationship with my superior'
Coercive Power (CP)	C1	'My superior can take disciplinary action against me for insubordination'
	C2	'My superior can fire me if my performance is consistently below standards'
	C3	'My superior can suspend me if I am habitually late in coming to work'
	C4	'My superior can see to it that I get no pay raise if my work is unsatisfactory'
	C5	'My Superior inform me about rules and penalties involved for the work which is
	C6	'My superior can fire me if I neglect my duties'
Legitimate Power (LP)	L1	'It is reasonable for my superior to decide what he (she) wants me to do'
	L3	'My superior is justified in expecting co-operation from me in work-related
	L6	'My superior has the right to expect me to carry out her (his) instruction'
Reward Power (RP)	R1	'My superior can recommend me for a merit recognition if my performance is
	R2	'My superior can provide opportunities for my advancement if my work is
	R4	'If I put forth extra effort, my superior can take it into consideration to determine
	R5	'My superior can get me a bonus for earning a good performance rating'
Expert Power (EP)	E1	'I approach my superior for advice on work-related problems because she (he) is
	E2	'When a tough job comes up. My superior has the technical "know how" to get it
	E3	'My superior has specialized training in his (her) field'
	E5	'I prefer to do what my superior suggests because he (she) has high professional
	E6	'My superior has considerable professional experience to draw from in helping
Conflict (CF)	CF2	'When I prepare to meet to discuss a conflict, I try to manage for a mutually
	CF3	'When I start to discuss a conflict with the other party; I choose my opening
	CF4	'I try to be aware of how my negative and positive self-perception influence the
	CF5	'In a conflict I strive to distinguish between real needs and desires'
	CF6	'In a conflict, I believe there should be no upper-hand'
	CF8	'When dealing with a conflict, I consider the future of the long-term relationship'
	CF9	'I listen with an open mind to alternative solutions'

Team Participation (TP)	TP1	'We share information generally in the team rather than keeping it to ourselves'
	TP2	'We have a 'we are in it together' attitude'
	TP4	'People keep each other informed about work-related issues in the team'
	TP5	'People feel understood and accepted by each other'
	TP6	'Everyone's view is listened to even if it is in a minority'
	TP7	'There are real attempts to share information throughout the team'
	TP8	'There is a lot of give and take'

Table 2: PLS SEM Reliability, Internal Consistency and Convergent Validity for types of Power, Conflict and Team Participation

First-order	Items	Outer	Reliabilit	Composit	AVE
Referent Power (RF)	RF1	0.72	0.81	0.87	0.64
	RF3	0.84			
	RF4	0.81			
	RF5	0.81			
Coercive Power (CP)	C1	0.77	0.87	0.9	0.59
	C2	0.8			
	C3	0.79			
	C4	0.76			
	C5	0.73			
	C6	0.77			
Legitimate Power (LP)	L1	0.81	0.62	0.79	0.56
	L3	0.8			
	L6	0.62			
Reward Power (RP)	R1	0.83	0.82	0.88	0.65
	R2	0.87			
	R4	0.77			
	R5	0.73			
Expert Power (EP)	E1	0.76	0.86	0.9	0.63
	E2	0.84			
	E3	0.85			
	E5	0.76			

	E6	0.77			
Conflict (CF)	CF2	0.78	0.89	0.92	0.61
	CF3	0.84			
	CF4	0.76			
	CF5	0.81			
	CF6	0.7			
	CF8	0.77			
	CF9	0.8			
Team Participation (TP)	TP1	0.83	0.92	0.93	0.67
	TP2	0.85			
	TP4	0.84			
	TP5	0.81			
	TP6	0.82			
	TP7	0.83			
	TP8	0.73			

PATH COEFFICIENTS (Reflective Model)

Identifying high loadings, coupled with initial empirical insights, empowers researchers to validate the reflective model encompassing all five constructs in the study. Examining the Power-Conflict-Team Participation PLS-SEM loadings in Table 2 reveals that loadings of all indicator surpass the recommended 0.708 level. Despite Legitimate Power L3's lower loading (0.62), it is retained for discussion as a construct with at least three items is necessary, meeting conditions of composite reliability and AVE justification. The PLS-SEM loadings are derived from the approach of composite model (total variance).

Construct Reliability

Reliability Of Constructs of Types Of Power, Conflict And Team Participation

Reliability values are assessed based on Cronbach Alpha value as part of output in PLS SEM. The values found above 0.7 are highly reliable and assuring the further statistical calculations of data. In the present study the reliability values of constructs are ranging from 0.81 to 0.92, which are highly reliable.

Internal Consistency of constructs of types of Power, Conflict and Team Participation

The internal consistency of the constructs within the Power-Conflict-Team Participation framework can be assessed through Composite Reliability values. With scores ranging from 0.79 to 0.93, well above the 0.70 cut-off, as depicted in Graph 4.1 - Composite Reliability values of constructs – Types of Power & Team Participation, there are no concerns regarding internal consistency.

Construct Validity

To evaluate construct validity, researchers must scrutinize ‘convergent, discriminant, and nomological validity’. Assessing convergent validity involves examining outer loading scores and the Average Variance Extracted (AVE).

Convergent Validity The AVE estimates for the constructs, presented in Table 4, range from 0.56 to 0.67. These values surpass the recommended 50 percent threshold and the 0.5 criterion, confirming convergent validity of the composite measurement models. The graphical representation in Figure 4 further reinforces the retention of all items, providing substantial evidence of convergent validity.

Discriminant Validity In accordance with the recommendations by Hair et al. (2014), discriminant validity was assessed through three criteria. The first criterion involves examining outer loadings, as observed in the cross-loadings table, where items consistently loaded onto their respective constructs (e.g., C1, C2, C3, C4, C5, C6 loading under Coercive Power Construct), affirming the absence of discriminant validity concerns.The second method involves comparing the square root of AVE with the constructs, following the guidance of Fornell and Larcker (1981). It requires that the square root of AVE along the diagonal must be greater than the corresponding latent variables in the respective row and column.

Discriminant validity of constructs of types of Power, Conflict and Team Participation

Table 4 : PLS SEM Discriminant Validity - Correlation matrix and square root of AVE for constructs of types of Power, Conflict and Team Participation (by Fronell & Larcker method)

	CP	CF	EP	LP	RFP	RP	TP
CP	0.77						
CF	0.38	0.78					
EP	0.29	0.35	0.8				
LP	0.56	0.49	0.45	0.75			
RFP	0.17	0.44	0.64	0.43	0.8		
RP	0.45	0.54	0.45	0.56	0.36	0.8	
TP	0.3	0.67	0.44	0.43	0.58	0.44	0.82

Note: Square root of AVE were represented as bold in the diagonal

The Fornell-Larcker criteria, widely used in PLS-SEM, assess discriminant validity by comparing average variance-extracted values between constructs and the square of their correlation estimate. Meeting the criterion ensures that a construct explains more variance in its measures than it shares with another, confirming discriminant validity.

The HTMT Ratio, approach estimates the true correlation between two constructs under the assumption of perfect measurement reliability. HTMT recommends a threshold of 0.90 for similar constructs and 0.85 for different ones, with results below 0.85 in Table 5 robustly confirming discriminant validity for the Power-Conflict-Team Participation path model constructs.

HETEROTRAIT-MONOTRAIT RATIO (HTMT Ratio)

Table 5: HTMT Ratio

	CP	CF	EP	LP	RFP	RP	TP
CP	0	0	0	0	0	0	0
CF	0.42	0	0	0	0	0	0
EP	0.33	0.39	0	0	0	0	0
LP	0.77	0.65	0.65	0	0	0	0
RFP	0.18	0.5	0.76	0.59	0	0	0
RP	0.52	0.63	0.53	0.8	0.43	0	0
TP	0.31	0.73	0.48	0.56	0.66	0.5	0

In this correlation matrix the correlation values should be less than 0.9 and values lower than 0.9 shows the less relationship among the variables. Since, all the values in the matrix showing less than 0.9, ensuring the absence of discriminant validity issues.

Nomological Validity

Nomological validity evaluates how well a summated scale predicts concepts within a theoretically grounded model, assessing alignment with prior research or accepted principles. In statistical terms, it establishes connections between constructs, reflecting a "nonlogical" necessity in construct validity, confirming discriminant validity. The study hypothesizes that favourable assessments of constructs lead to positive outcomes, confirmed by correlations in Table 7 Notably, power types are positively linked to team participation, mediated by conflict.

Table 7 Power Type- Conflict – Team Participation Construct Latent Variable Scores

	Coerciv	Confli	Expert	Legitima	Referen	Rewar	Team
Coercive	1						
Conflict	0.38**	1					
Expert Power	0.29**	0.35**	1				
Legitimate	0.56**	0.49**	0.45*	1			
Referent	0.17**	0.44**	0.64*	0.43**	1		
Reward	0.45**	0.54**	0.45*	0.56**	0.36**	1	
Team	0.3**	0.67**	0.44*	0.43**	0.58**	0.44**	1

Note:

Team participation shows positive correlations with five of six constructs, consistent with theoretical expectations, endorsing the nomological validity of the model through analysis of correlations among construct scores and relationships with other variables.

MODEL FIT ANALYSIS

MODEL FIT (Types of Power, Conflict & Team Participation)

	Criteria	Saturate	Estimate
Standardized Root		0.068	0.068
d_ULS	Empirical correlation matrix should be non-significant (p > 0.05).	2.76	2.76
d_G		1.01	1.01
Chi-Square	Higher values ensure good fit.	2,797.17	2,797.17
NFI	values between 0 and 1. The closer the	0.91	0.91
rms Theta	below 0.12 indicate a well-fitting model	0.11	

The model goodness of fit criterion PLS path modelling is analysed based on SRMR, d_ULS & d_G, Chisquare, NFI and RMS theta values. The Standardized Root Mean Square Residual (SRMR) value for the model, recommended to be below the threshold of 0.08 according to Henseler, Hubona, and Ray (2016) for a satisfactory model fit, is 0.068. This result, being less than 0.08, confirms a good fit for the present model. The empirical correlation matrix should exhibit non-significance (p > 0.05) to establish model fit. In the above model, the p values of 2.76 and 1.01, both exceeding 0.05, ensure that the model fit is satisfactory. The Normed Fit Index (NFI) is computed as 1 minus the Chi² value of the proposed model divided by the Chi² value of the null model. NFI values range between 0 and 1, with values closer to 1 indicating a better fit. An NFI above 0.9 is typically considered acceptable. In the current model, the NFI is 0.91, close to 1, indicating an acceptable fit. Root Mean Square Theta (RMS_theta) values below 0.12 suggest a well-fitting model, while higher values indicate a lack of fit, as per Henseler et al. (2014). In the current model, the RMS_theta value is 0.11, which is below the 0.12 threshold, ensuring a good model fit. Based on the fulfillment of the above criteria, it is ensured that the Types of Power, Conflict, and Team Participation model is suitable for further analysis and interpretation.

Assessing the Structure Model

Collinearity Analysis

Table 8 OUTER VIF VALUES

Items	VIF	Items	VIF	Items	VIF	Items	VIF
C1	1.73	RF1	1.52	TP7	2.52	R4	1.65
C2	2.41	RF3	1.87	TP8	1.75	R5	1.45
C3	2	RF4	1.66	E1	1.77	CF2	2
C4	1.86	RF5	1.65	E2	2.29	CF3	2.75
C5	1.42	TP1	2.39	E3	2.23	CF4	1.89
C6	2.27	TP2	2.93	E5	1.7	CF5	2.49
L1	1.34	TP4	2.83	E6	1.6	CF6	1.79
L3	1.24	TP5	2.32	R1	2.02	CF8	2.14
L6	1.15	TP6	2.33	R2	2.27	CF9	2.19

INNER VIF Values		
	CF	TP
CP	1.57	1.59
CF	0	1.66
EP	1.91	1.92
LP	1.99	2.02
RFP	1.8	1.94
RP	1.64	1.84
TP	0	0

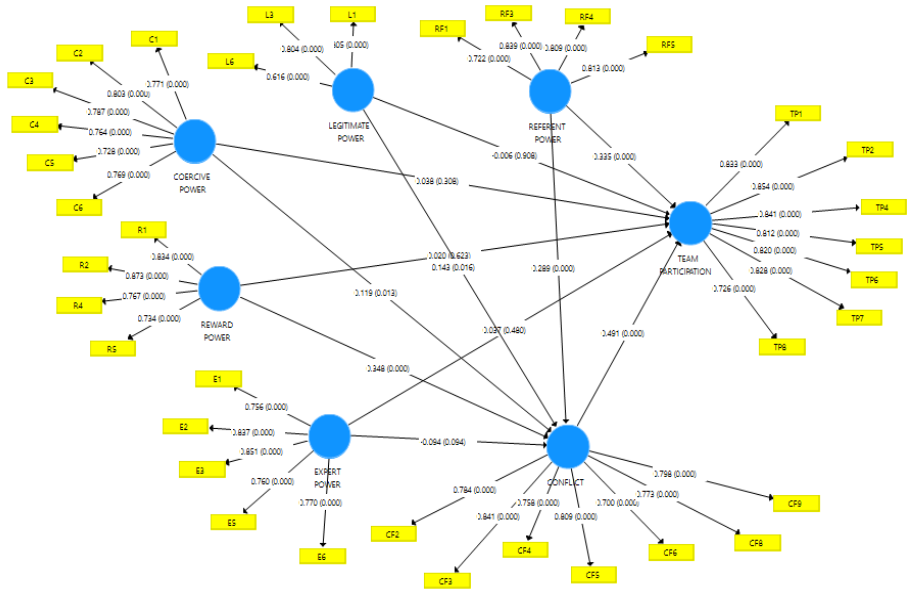
From both Inner VIF and Outer VIF values which are less than 5 and also values are lies between 1 to 3.5, assures that there are no collinearity issues found.

Size and Significance of the Structural Path Relationships

The second phase entails evaluating the importance and size of the structural path coefficients. Significance levels were established using the bootstrapping option with 5,000 subsamples [24].

PLS – SEM Evaluating Structure Model

Fig. 4.4: PLS SEM Evaluating Structural Model for constructs of types of Power, Conflict and Team Participation



Note: TM – Team Participation, EP – Expert Power, CP – Coercive Power, RP – Reward Power, LP – Legitimate Power, RFP – Referent Power, CF- Conflict

Table 9 presents the coefficients, t-values, significance levels (p-values), and 95 percent confidence intervals.

Path Coefficient

Table 9 Path Coefficient Analysis (Bootstrapping) {Direct Effect}

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Hypothesis Result	Confidence Interval	
							2.50%	97.50%
Coercive Power -> Conflict	0.12	0.12	0.05	2.47	0.01 **	Significant impact	0.05	0.2
Coercive Power -> Team Participation	0.04	0.04	0.04	1.01	0.31	No Significant impact	-0.03	0.1
Conflict -> Team Participation	0.49	0.49	0.05	9.82	0.00 **	Significant impact	0.39	0.57
Expert Power -> Conflict	-0.09	-0.09	0.06	1.67	0.09	No Significant impact	-0.27	0.02
Expert Power -> Team Participation	0.04	0.04	0.05	0.72	0.47	No Significant impact	-0.04	0.12
Legitimate Power -> Conflict	0.14	0.14	0.06	2.44	0.01 **	Significant impact	0.02	0.2
Legitimate Power -> Team Participation	-0.01	-0.01	0.05	0.11	0.91	No Significant impact	-0.11	0.08
Referent Power -> Conflict	0.29	0.29	0.05	5.45	0.00 **	Significant impact	0.18	0.39
Referent Power -> Team Participation	0.34	0.33	0.06	5.47	0.00 **	Significant impact	0.23	0.42
Reward Power -> Conflict	0.35	0.35	0.06	6.29	0.00 **	Significant impact	0.25	0.44
Reward Power -> Team Participation	0.02	0.02	0.04	0.49	0.63	No Significant impact	-0.06	0.08

The paths between CP ->CF, CF->TP, LP->CF, RFP->CF, RFP->TP and RP -> CF were found to be significant, whereas the other paths were non-significant. The path co-

efficient value for each path is represented, out of which the three significant paths stated earlier has path co-efficient values as 0.12, 0.49, 0.14, 0.29, 0.34 and 0.35. The strength of RP-> CF (0.35) is highest, followed by RFP-> TP (0.34), and RFP ->CF (0.29). This shows that Reward Power Referent Power plays a vital role towards Team participation and Conflict.

Specific Indirect Effect

Table 10 Specific Indirect Effects

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Hypothesis Result	Confidence Interval 2.50%	Confidence Interval 97.50%
Coercive Power -> Conflict -> Team Participation	0.06	0.06	0.02	2.51	0.01 **	Significant impact	0.01	0.1
Expert Power -> Conflict -> Team Participation	-0.05	-0.05	0.03	1.64	0.1	No Significant impact	-0.1	0.01
Legitimate Power -> Conflict -> Team Participation	0.07	0.07	0.03	2.25	0.02 **	Significant impact	0.01	0.13
Referent Power -> Conflict -> Team Participation	0.14	0.14	0.03	4.42	0.00 **	Significant impact	0.08	0.21
Reward Power -> Conflict -> Team Participation	0.17	0.17	0.03	5.58	0.00 **	Significant impact	0.12	0.24

The specific indirect effect is the effect through one specific mediation. The results of the mediation analysis are depicted in table10 and indicate that Conflict mediates the relationship between Coercive power and Team Participation, Conflict mediates between Legitimate Power and Team Participation, Conflict mediates between Referent Power and Team Participation, Conflict mediates between Reward Power and Team Participation. Whereas Conflict does not have mediation effect between Expert Power and Team Participation.

Mediation Analysis

Table 13 Mediation Analysis of Conflict between Types of Power and Team Participation			
Total Effect =	Direct Effect	Indirect Effect = The impact of IV on DV	

Total Effect		Direct Effect		Indirect Effect of CP on TP						
Coeffic	p-	Coeff	p-		Coeff	SD	T	P	BI(2.5	
0.10	0.04	0.04	0.31	H: CP-	0.06	0.0	2.51	0.01	(0.01,0.	Total
Total Effect		Direct Effect		Indirect Effect of EP on TP						
Coeffic	p-	Coeff	p-		Coeff	SD	T	P	BI(2.5	
-0.01	0.87	0.04	0.47	H: EP-	-0.05	0.0	1.64	0.1	(-	No
Total Effect		Direct Effect		Indirect Effect of LP on TP						
Coeffic	p-	Coeff	p-		Coeff	SD	T	P	BI(2.5	
0.06	0.24	-0.01	0.91	H: LP-	0.07	0.0	2.25	0.02	(0.01,0.	Total
Total Effect		Direct Effect		Indirect Effect of RFP on TP						
Coeffic	p-	Coeff	p-		Coeff	SD	T	P	BI(2.5	
0.48	0.00	0.34	0.00	H: RFP-	0.14	0.0	4.42	0.00	(0.08,0.	Partial
Total Effect		Direct Effect		Indirect Effect of RP on TP						
Coeffic	p-	Coeff	p-		Coeff	SD	T	P	BI(2.5	
0.19	0.00	0.02	0.63	H: RP-	0.17	0.0	5.58	0.00	(0.12,0.	Total

Mediation analysis was performed to assess the mediating role of Conflict (CF) between Types of Power and Team Participation. The analysis are as follows with reference to table.

The relationship between CP and TP is Total Mediation by CF. There is no impact of CP on TP and no mediation effect of conflict between EP and TP. The relationship between LP and TP is total mediation by CF. Relationship between RFP and TP, i.e. both the direct effect and indirect effect are significant, it is showing partial mediation effect & also, the multiplication of coefficient (Beta) values found positive, we have complementary mediation by CF. The relationship between RP and TP is total mediation by CF.

PLS-SEM approach yields R^2 values of 40% for Conflict and 56% for Team Participation, emphasizing its superiority in predicting total variance in indicators compared to factor-based SEM, as suggested by simulation studies. This underscores PLS-SEM's utility in theory-based model specification for theory development, evaluation, prediction, and confirmation.

f^2 Effect Sizes

Table 13 Path Coefficients and f^2 Effect Sizes		
Predictor Construct	Endogenous Constructs	
	CF	TP

	Path Coefficient	F2 Effect sizes	Path Coefficient	F2 Effect sizes
CP	0.119	0.02	0.038	0
EP	0.094	0.01	0.037	0
LP	0.143	0.02	0.006	0
RP	0.020	0.08	0.348	0.13
RFP	0.289	0.12	0.335	0
CF	0	0	0.491	0.33

f^2 effect sizes for Conflict and Team Participation are examined in Table 13, following Cohen's guidelines. Notably, one large effect (0.33), three medium effects (0.08, 0.12, 0.13), two small effects (0.02, 0.02), and five no effects (0.0, 0.0, 0.0, 0.0, 0.01) are observed. The path model demonstrates moderate in-sample predictive ability, considering R^2 sizes, path coefficients, and f2 effect sizes.

Q^2 blindfolding

Table 14 CONSTRUCT CROSS VALIDATED REDUNDANCY			
	SSO	SSE	Q^2 (=1-SSE/SSO)
Coercive Power	2,946.00	2,946.00	0
Conflict	3,437.00	2,672.34	0.22
Expert Power	2,455.00	2,455.00	0
Legitimate Power	1,473.00	1,473.00	0
Referent Power	1,964.00	1,964.00	0
Reward Power	1,964.00	1,964.00	0
Team Participation	3,437.00	2,257.02	0.34

The construct cross-validated redundancy method assesses path model prediction with Q^2 blindfolding results. Q^2 values above 0.0 (Conflict: 0.22, Team Participation: 0.34) indicate significant predictive relevance for the Power-Conflict-Team Participation path model using PLS-SEM [49].

Discussion

In the study of Predictive and Mediation Analysis using Structural Equation Modeling (PLS-SEM), an initial exploration revealed variations in responses based on demography and correlations between constructs. To deepen insights, two subsequent studies—Measurement Model and Structural Relationship Model—were conducted. The

Measurement Model scrutinized Construct Reliability and Construct Validity, confirming the tool's high reliability and establishing convergent, discriminant, and Nomological validity. The Structural Relationship Model, focused on Power Distance, Empowerment, and Team Participation, underwent a five-step analysis assessing collinearity, structural path relationships, R2, f2 effect size, and predictive relevance based on Q2. The research provides a nuanced understanding of complex relationships and attests to the reliability and validity of the developed tool, offering valuable insights for the studied context.

The measurement model, focusing on 'power,' 'conflict,' and 'team participation' constructs, underwent confirmatory factor analysis, resulting in the retention of specific items. Key filtered items for each construct include:

Referent power: a vital aspect in leadership, is exemplified through the positive sentiments expressed by participants regarding their superior. The acknowledgment of the superior's pleasing personality indicates a favorable impression on the individual level. Additionally, admiration arises from the perception that the superior treats every person fairly, reflecting a commitment to equitable interactions. The positive regard extends to the personal qualities of the superior, which are genuinely appreciated by the respondents. The desire to foster a meaningful interpersonal relationship underscores the importance of referent power in creating a connection beyond professional boundaries, contributing to a harmonious and collaborative work environment.

Coercive power: is evident in participants' acknowledgment of potential disciplinary actions by their superior, reflecting the leader's authority to maintain order. This includes the capability to terminate employment for subpar performance, habitual lateness, and the economic consequences of unsatisfactory work. Participants also note proactive communication about rules and penalties, emphasizing coercive power's role in enforcing organizational regulations and reinforcing compliance.

Legitimate Power: Legitimate power is evident as participants acknowledge their superior's authority, perceiving it as reasonable in the hierarchical structure. They recognize the legitimacy of their superior making decisions about tasks, emphasizing accepted norms and the right to expect cooperation and compliance. This alignment with legitimate power reflects an acknowledgment of the established organizational structure and the authority vested in superiors, contributing to a structured and functional work environment.

Reward Power: Reward power is evident as participants recognize potential benefits linked to their performance, acknowledging the authority of their superior in recommending them for merit recognition and providing opportunities for advancement. The motivational aspect of reward power is emphasized, with a pay raise contingent on extra effort and the potential for a bonus tied to a good performance rating. This showcases reward power as a multifaceted mechanism for encouraging and acknowledging exemplary contributions within the organizational context.

Expert power: Expert power is evident as participants acknowledge their superior's extensive knowledge and proficiency, actively seeking advice and recognizing consistent accuracy in providing effective solutions. The superior's technical competence is highlighted in handling complex tasks, instilling confidence in their ability to navigate challenges. Specialized training in a specific field reinforces their expert power, establishing credibility and authority. The superior's considerable professional experience is viewed as a valuable resource, indicating the influential role of expert power in guiding decision-making and addressing work-related complexities.

Conflict: Effective conflict resolution is evident as participants prioritize creating a conducive environment for open communication and resolution, considering factors like time, setting, and choice of opening statements. Participants show self-awareness, recognizing the impact of self-perceptions on conflict resolution strategies, and commit to

distinguishing between real needs and desires to address root causes. Their belief in avoiding an upper hand reflects a commitment to fairness, fostering cooperation and acknowledging the broader implications on professional connections. Participants embrace alternative solutions through active listening, promoting collaborative problem-solving and fostering a positive conflict resolution environment.

Team Participation: Robust team participation is evident in a culture of open communication and information-sharing, fostering transparency and a collaborative environment. The team exhibits a unified mindset, emphasizing shared responsibility and commitment, creating a well-connected and knowledgeable group. Interpersonal dynamics reflect understanding and acceptance, promoting inclusivity and valuing each team member. Actively listening to minority views and prioritizing information-sharing illustrates a genuine commitment to a cohesive and well-informed team, contributing to a thriving and collaborative environment.

Utilizing factor-loaded items, an analysis assessed the total, direct, and indirect impact of 'Power constructs' on 'Conflict' and 'team participation' in the context of 'team management.' Results reveal significant dimensions: Coercive Power notably influences Conflict, which, in turn, significantly affects Team Participation. Additionally, Expert Power, Legitimate Power, Referent Power, and Reward Power impact Conflict significantly. However, Coercive Power, Expert Power, Legitimate Power, Referent Power, and Reward Power show no significant impact on Team Participation. This nuanced understanding delineates the differential effects of power constructs on conflict and team participation.

Examining mediation effects, the study explores how 'conflict' mediates the relationship between 'power' and 'team participation' in team management constructs. Findings elucidate nuanced dynamics, highlighting significant connections in Coercive Power, Legitimate Power, Referent Power, and Reward Power contexts. However, conflict does not significantly influence the relationship between Expert Power and Team Participation, offering insights into varying impacts of different power constructs on team participation through conflict mediation.

This study utilized mediation analysis to explore how conflict mediates the relationship between different types of power and team participation. The investigation aimed to understand how power constructs influence conflict and, subsequently, how conflict impacts team management constructs. The comprehensive results, including total, direct, and indirect effects, are presented below, providing in-depth insights into the dynamics of power, conflict, and team participation.

The examination of Coercive Power on Team Participation indicates a non-significant total and direct effect, but a significant indirect effect, suggesting total mediation. Similarly, the assessment of Legitimate Power on Team Participation reveals non-significant total and direct effects but a significant indirect effect, indicating total mediation. In contrast, Referent Power significantly influences Team Participation in all three dimensions—total, direct, and indirect effects—highlighting a comprehensive mediation effect. Likewise, the impact of Reward Power on Team Participation shows significant total, direct, and indirect effects, indicating a substantial mediation effect and emphasizing the intricate dynamics shaping their relationship within the research context.

Conclusion

Referent power stems from a leader's character and the positive connections established with employees, fostering respect and admiration. Coercive power relies on threats and incentives for motivation, instilling fear of repercussions for subordinates. Legitimate power is tied to job positions, requiring employee cooperation with superiors' decisions. Reward power, vested in a leader's position, allows for the provision of rewards like

recognition, opportunities, pay increases, and bonuses. Expert power is grounded in employees' trust in a superior's technical knowledge, skills, and specialized experience.

Workplace conflicts stem from differing views, potentially escalating if unaddressed. Employees carefully choose words, emphasizing active listening and collaborative problem-solving to align with organizational goals.

Effective team participation is crucial for successful outcomes, emphasizing a collaborative "we are in it together" attitude. Efficient communication among team members ensures everyone stays well-informed about work-related issues. Mutual acceptance and understanding are vital, requiring the team leader to incorporate diverse perspectives. Real-time information sharing is essential for fostering successful team participation.

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