



Lone Wolves versus the Rest: Affect, Conflict, Connectedness, Trust, Teamwork Quality and Student Group Performance

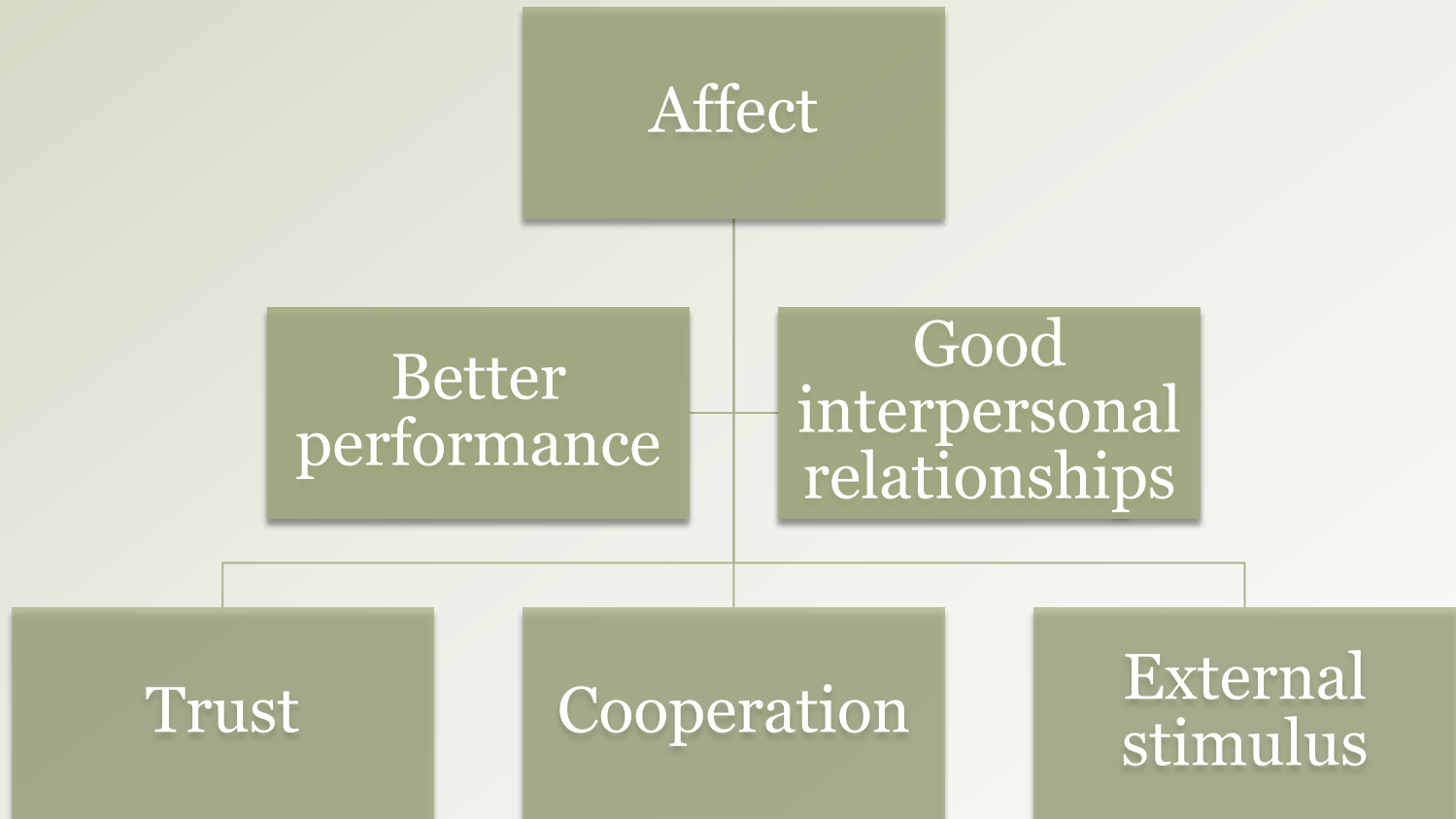
Dr. Garry R. Prentice, DBS

Rationale

- What constitutes a team?
- Teamwork context
- Overall aims:
 - Ascertain the success of an **innovative** group task by examining the relationships between **affect** state, **conflict**, **connectedness**, **trust**, **teamwork quality** and **performance**
 - The affect of students who think group work might lower their performance

Affective State

(Staw & Barsade, 1993; Tanghe, Wisse, Van der Flier, 2010; Araujo-Simoes & Gondim, 2016)

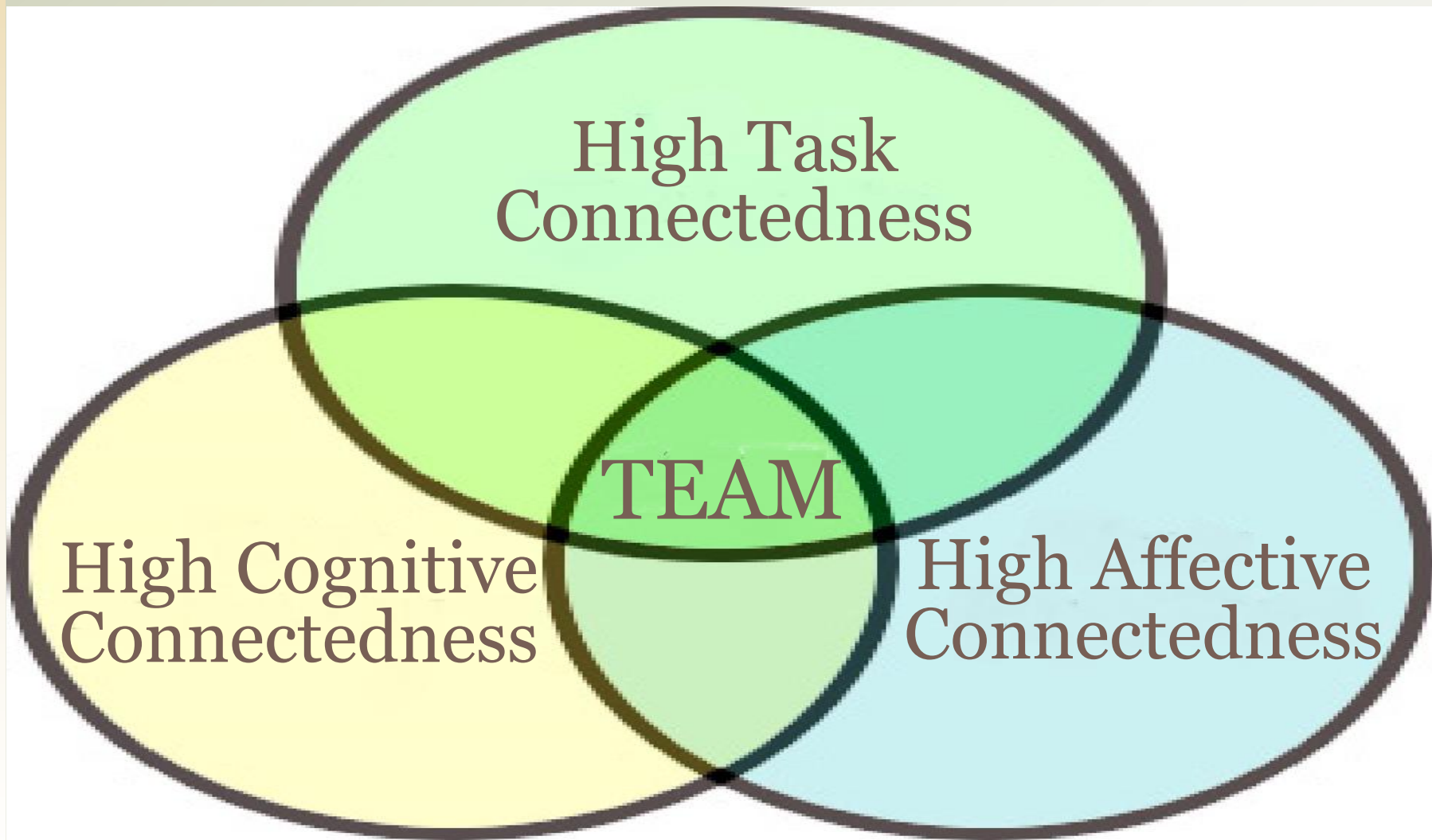


Conflict (De Dreu & Weingart, 2003)

- Task - *Opinions, ideas...*
- Relationship - *Personality, tension, emotion*



Connectedness (Rispens, Greer & Jehn, 2007; Rispens, 2006)



Trust

- **Expectations** (Gambetta, 1988)
- **Interests protected** (Tidd, McIntyre & Friedman, 2004)
- **Positivity** (Costa, 2003; Schippers, 2003)
- **Low intragroup conflict** (Rispens, Greer & Jehn, 2007)

Teamwork quality (Hoegl & Gemuenden, 2001)



Lone Wolves (Byrnes & Byrnes, 2009)

- A. I enjoy working in groups because my group members usually help me understand the material and tasks and therefore I can perform better.
- B.** I question the value of group work for me, because I usually end up doing more than my fair share of the work.
- C. I have little or no experience working in groups.
- D. I have a different experience than the choices given above. Please describe.



Satisfaction (Zeitun, Abdulqader & Alshare, 2013)

- Generally, recently and currently



Performance

- Individual result
- Group result
- Difference between individual and group result

Method

- 74 undergraduate DBS students
 - 19 males, 55 females
 - 18 full-time, 56 part-time
 - 11 lone wolves
 - Average age 31 (SD=7.23)
- Self-report questionnaires
 - First week of term and at the end of group work before performance feedback
 - Positive and Negative Affect (Watson, Clark & Tellegen, 1988)
 - Teamwork Quality (Hoegl & Gemuenden, 2001)
 - Intragroup Conflict (Jehn, 1995)
 - Intragroup Trust (Simons & Peterson, 2000)
 - Connectedness (Rispens et al, 2007)
 - Single questions on group work satisfaction in general, recently and currently

Results & Discussion: *Descriptives*

Variables	Min	Max	Mean	SD	Possible range (Mid point)
Positive affect before group work	13	50	31.15	7.24	10-50 (30)
Negative affect before group work	10	40	17.41	7.24	10-50 (30)
Positive affect after group work	19	50	32.67	7.70	10-50 (30)
Negative affect after group work	10	31	16.23	6.04	10-50 (30)
Connectedness	26	54	41.95	7.38	12-60 (36)
Trust	15	25	20.05	3.19	5-25 (15)
Teamwork quality	104	175	145.38	17.85	37-185 (111)
Conflict	0	17	6.24	4.97	0-32 (16)
Satisfaction with past group work	1	5	3.18	0.96	1-5 (3)
Satisfaction with recent group work	1	5	3.99	1.26	1-5 (3)
Group work frequency	0	8	4.08	2.54	n/a
Individual mark	60	85	72.09	7.05	0-100 (50)
Group mark*	61	78	72.15	3.32	0-100 (50)
Individual & group mark difference*	-.16	15	-.06	6.45	n/a
Satisfaction with this group work	1	5	3.77	1.27	1-5 (3)

Results & Discussion:

Performance differences

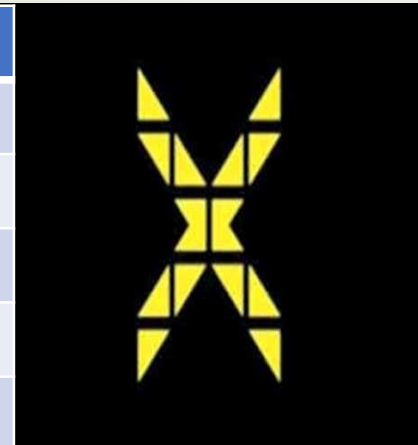
(Byrnes & Byrnes, 2009)

- Individual result
 - No significant difference
- Group result
 - Significant difference
 - Lone wolf
 - Mean (69.70)
 - Not lone wolf
 - Mean (72.59)
- Difference between individual and group result
 - Significant difference
 - Lone wolf
 - Mean (3.60)
 - Not lone wolf
 - Mean (-0.73)

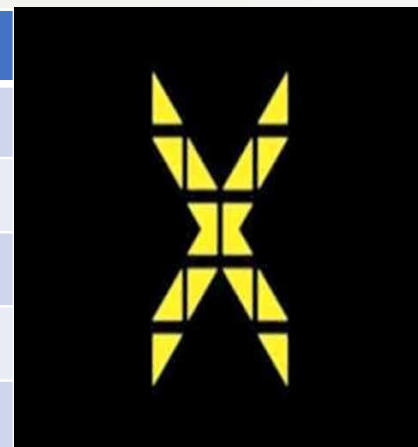


Results & Discussion: *Prediction of Connectedness & Conflict*

Predictors of Connectedness	Beta
Positive affect before group work	.12
Negative affect before group work	.36
Satisfaction with recent group work	-.11
Satisfaction with past group work	.16
Group work frequency	.14



Predictors of Conflict	Beta
Positive affect before group work	-.11
Negative affect before group work	-.16
Satisfaction with recent group work	-.20
Satisfaction with past group work	-.14
Group work frequency	.21



Results & Discussion: *Prediction of Trust & Teamwork Quality* (Rispens et al, 2007)

Adjusted R²=0.42 (42% variance explained)

Predictors of Trust	Beta
Connectedness	.57***
Conflict	-.25







Adjusted R²=0.46 (46% variance explained)

Predictors of Teamwork Quality	Beta
Connectedness	.56***
Conflict	-.35*



Results & Discussion: *Prediction of performance, affect & satisfaction*

Predictors of Group Work Performance	Beta	
Trust	-.13	
Teamwork quality	.38	
Predictors of Positive Affect after group work completion	Beta	
Trust	.35	
Teamwork quality	-.24	
Predictors of Negative Affect after group work completion	Beta	
Trust	.11	
Teamwork quality	-.44	
Predictors of Satisfaction with this group work	Beta	
Trust	.10	
Teamwork quality	.27	

Negative affect after group work & performance [$r(41) = -.39, p = .011$]



Conclusions & the Future

- Beware of Lone Wolves
 - They might be reduce overall team performance
 - Teams of lone wolves?
 - Alternative ways to assess group work?
- Innovative, engaging and organized group work
- Trust and Connectedness within groups
 - Ways to bolster this?
- Guard against negative affective states
 - May hinder group work performance