"Building Winning Teams: A Review of Team Trust, Conflict, and Performance in Sports Organizations"

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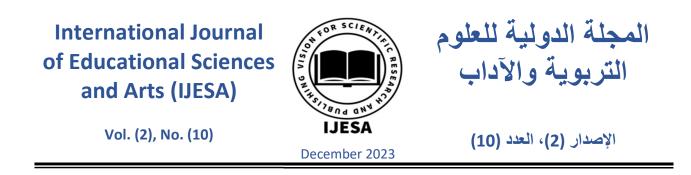
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Abstract

Team conflict is an important factor that profoundly affects the competition and training process. Among the many factors affecting the competition and training effect, team conflict has always been ignored. In sports teams, team members have a high degree of interdependence, and members interact frequently and need to trust each other to achieve success. Trust, as the basis and premise of cooperation among sports team members, promotes the coordination between team members, and reduces team conflicts. Furthermore, it creates excellent team performance. In the realm of sports teams, scholars' attention to group sports forms the basis for understanding organizational structures, shared goals, and the need for a high degree of trust. The classification of job interdependence further delineates the collaborative nature within sports teams. The intricate relationship between team trust and team

conflict is examined, shedding light on the pivotal role of trust in fostering communication, reducing conflicts, and encouraging alignment towards common goals. Thus, the present review aims to provide a comprehensive understanding of the concepts of team, team trust, and team conflict, particularly in the context of sports teams. It also sheds light on the intricate relationships and dynamics within teams, aiming to contribute valuable insights to the fields of management science, sports organization, and team dynamics.

Keywords: Team Conflict, Team Trust, Cooperation, Emotional Trust, Cognitive Trust.

1. Introduction

The word "Team", the English name "Team", means the lowest level of organization that can produce positive synergy through the joint efforts of its members. In management science and management practice, people basically agree that the concept of the word "team" is a community composed of several members with mutual cooperation and concerted efforts established by an organization to achieve specific goals within a specific operational scope (Rana, 2015). As a community, the efforts of its members can make the goals of the organization better achieved, and the performance level may be much greater than the sum of individual members' performance (Ezz, 2015). In fact, there are some small differences in people's opinions. For example, American scholar Robbins emphasizes the great benefits of cooperation among members (van der Kamp et al., 2015), amp and some scholars emphasize the rational utilization of each member's knowledge and skills(Parayitam & Papenhausen, 2016).

(Oliveira & Scherbaum, 2015) distinguished the definition of a team from the definition of a group. He believed that a team is a formal group composed of individuals who cooperate with each other to achieve a certain goal. (Toegel &
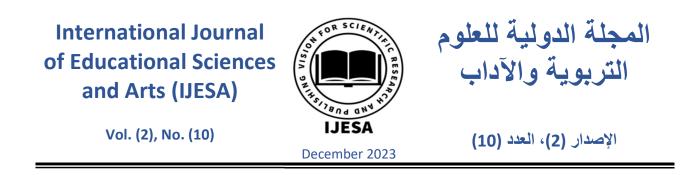
Barsoux, 2016) believed that the definition of a team should focus on the basic structure of the team. That is, an effective team must have a good group structure, mainly reflected in skills, mission, responsibility and so on. From the above definition, we can see: a team is a special group. The contributions of team members are complementary and not interchangeable. Team members need to share responsibility. The present review aims to provide a comprehensive understanding of the concepts of team, team trust, and team conflict, particularly in the context of sports teams. It also sheds light on the intricate relationships and dynamics within teams, aiming to contribute valuable insights to the fields of management science, sports organization, and team dynamics.

2. Sports Team

At present, many scholars' research on team in sports organization mainly focuses on the discussion of team in group sports. (Rotimi et al., 2016) believed that sport teams refer to an organizational form in which individuals in sports (such as athletes and coaches) work together under the guidance of the same norms and goals. It is "a group of people with shared goals and interests, who interact and communicate in an organized way, and who exhibit personal and professional interdependence and interpersonal attraction".(Homan et al., 2016) believed that in a sports team, each member has the same goal (winning or playing at the same level), and everyone is interested in it. Everyone shares different roles, has different contributions, abides by the common code of conduct and makes unremitting efforts to achieve this goal. (Grossman & Feitosa, 2018) believed that teams in sports organizations are similar to teams in other fields in that team members need to cooperate and give full play to their respective strengths to achieve team goals. In a high-performance sports team, team members need to have a strong emotional identity and a high degree of trust for their team to advance and retreat together with their team.
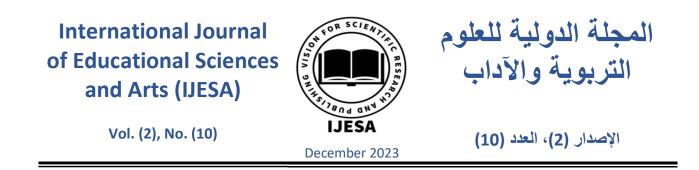
(Guenter et al., 2016) distinguished three types of job interdependence: pooled, sequential, and circular, according to the exchange levels of information and resources among team members. Thompson then added a fourth type, collaborative (team) interdependence.(Grossman & Feitosa, 2018) pointed out that interdependence is an important feature that distinguishes a team from a collection or small group of individuals. Interdependence refers to the degree to which team members work together and interact in completing team tasks, i.e. the degree to which they are interdependent.

3. Research Status of Team Trust

No matter in China or the west, trust is a concept with complex connotation, which implies psychological, social, economic, cultural and other multi-dimensional meaning. It is not easy to define trust authoritatively. Different disciplines have different understandings of trust from their own fields.(Yang & Li, 2017) believed that, in the view of psychologists, trust is a psychological expectation between people and a complex psychological process of individuals.

Addesa (2017) believed that trust is a general expectation that an individual admits that another person's words, promises, oral or written statements are reliable. The rational school of economics proposes that actors will choose mutual trust if they think the cost of mutual trust is lower than the cost of failure caused by mutual trust through rational choice (Addesa et al., 2017). (Ahmad et al., 2018), a sociologist, believed that trust exists not only as an individual relationship, but also as a social relationship in the political, economic and cultural backgrounds of the whole society. Trust is an important dimension of social relations. Fukuyama believed that trust is the expectation of members of a community for their normal, honest and cooperative behaviors, based on the common norms of members of the community and the role of individuals in that community. Many scholars have carried out localized studies

on the concept of trust. (Depetris-Chauvin & Durante, 2017) believed that trust is a sense of guarantee that both parties can fulfill the entrusted obligations and responsibilities in interpersonal communication.(Ahmad et al., 2018; Baldé et al., 2018) believed that trust is an attitude in which one believed that one's behavior or the surrounding order conforms to one's own wishes. To sum up, we can see that trust is an attitude, a psychological expectation of others' behavior when facing the uncertain future. Trust is also a kind of behavior. It is to trust others to fulfill their obligations and responsibilities in social communication, and it is a choice in the face of uncertainty in the future. The establishment of trust relationship stems from the existence of uncertainty, that is, there is a certain risk, trust can overcome uncertainty and risk.

(Williams Middleton & Nowell, 2018), an American scholar, believed that trust helps employees to have autonomy that is necessary for high efficiency, helps employees to cooperate and share information, and helps each team focus more on its own performance because they know that other teams will also fulfill their commitments (responsibilities). (Flavian et al., 2019), a British scholar, believed that trust can inspire people, increase productivity, enhance competitive advantage, promote communication, mutual understanding and trust, promote the development of trust, reduce pressure, reduce costs and increase efficiency, and make people more willing to take risks.(Hendarsjah et al., 2019) pointed out that trust is an effective strategy for an organization to integrate internal resources and improve its overall competitiveness in the harsh market competition. It is very necessary to establish a good relationship of trust in the team. For individual team members, they must gain the trust of other members if they want to have the autonomy to complete their work, obtain the required resources and get the support of other members. Medina (2019) pointed out that, for the cooperation between team members, both sides need to fully trust each other, be able to share information, share the same team goal, take
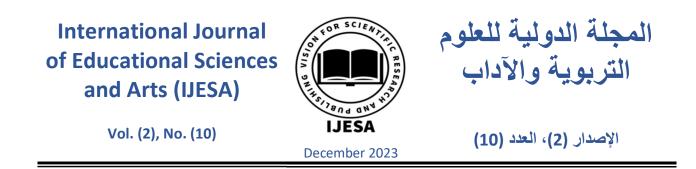
necessary risks together, and effectively deal with possible difficulties, so as to achieve a win-win situation. For team efficiency, in order to achieve the common goal of the team, the team members need to coordinate with each other, which requires the team members to trust each other, otherwise it is impossible to build an efficient team. (Milner et al., 2021) research shows that trust has social value only when it is manifested as behavior and choice. Trust can be motivated, constrained and condensed by choice (Medina et al., 2019).

(Williams Middleton & Nowell, 2018) believed that trust is considered to be one of the most powerful and effective management tools in organizations, but there is little research on its importance in sports team management and construction. Sports is an integral part of socialist modernization, and the construction of sports teams plays an important role in sports undertakings. (Swanson et al., 2019) believed that the establishment of trust relationship can help sports teams give full play to their own advantages and eliminate the factors hindering the realization of team goals to improve team performance, while high performance will also reward sports teams to promote the establishment of more general and stronger trust relationship. (Kates et al., 2020) believed that the universal existence of trust relationship is conducive to giving full play to and tapping the ability and potential of each member in a sports team, thus improving team work performance.

(Malinga et al., 2019) defined team trust as a psychological state in which individuals in a team have full confidence and positive expectations for the actions of other team members. (Rothouse & Rothouse, 2020) believed that team trust can be divided into cognitive trust and emotional trust. Cognitive trust emphasizes the cognitive evaluation of the trustor's responsibility and ability in the process of establishing trust. Only after information collection and analysis of the trustor can the trustor decide whether to establish and develop a trust relationship.(Ajam et al., 2020) believed that emotional trust emphasizes the emotional bond between the two parties

to establish a trusting relationship, which is usually established through mutual attention and care. Cognition-based trust is established through deliberate evaluation of others' credibility and judgment of benefits and risks. The more people use trust in a team, the stronger the trust relationship will be. (Obsuwan et al., 2021) believed that all kinds of relationships in sports teams are always intertwined with emotional trust and cognitive trust. Once emotional trust is generated, it will help the formation of cognitive trust, and cognitive trust will also strengthen emotional trust. The two are inseparable and interdependent, but different types of trust will dominate the trust relationship in different situations. (Ottis et al., 2021) pointed out that the formation of cognitive trust is positively correlated with the formation of emotional trust and is ahead of the development of emotional trust. When the emotional trust is established, it indicates that the two sides of the trust have established the emotional bond, indicating that interpersonal trust has developed to a higher stage. So cognitive trust is seen as a shallower and less special kind of trust than emotional trust.

In conclusion, team trust has a direct impact on team conflict and can change the relationship between task conflict and relationship conflict. Strengthening the level of trust among team members can promote communication among them, reduce the occurrence of team conflicts, and encourage them to form common values and strive for the common team goals.

4. Research on Team Conflict
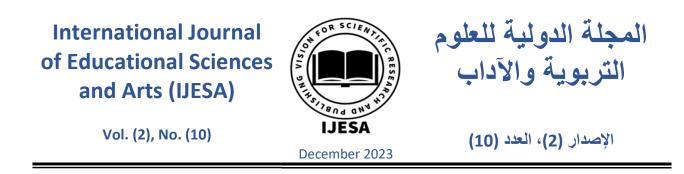
4.1 Definition of Conflict

Conflict is a widespread social phenomenon, which exists not only in various activities of formal organizations but also in various forms, levels, fields and all subjects of human social activities. There are many reasons leading to conflicts, such as differences in goals, expectations, values, behavioral processes and suggestions, so conflicts are inevitable. At present, conflicts are exacerbated by rapid

technological change, the globalization of market competition, political instability, and an unpredictable financial environment. Team conflict refers to that two or more teams are incompatible or mutually exclusive in terms of goals, interests and understanding, resulting in psychological or behavioral conflicts, leading to conflict, disputes or attacks. The traditional view before the 1940s held that all conflicts are undesirable, negative, destructive, and must be avoided or minimized. Because conflict means differences of opinion and confrontation, it is bound to cause discord between the organization, team and individuals, destroy good relations, and affect the realization of team goals and organizational goals. From the late 1940s to the mid-1970s, the interpersonal perspective was very popular in conflict theory. The view is that conflict is born and inevitable for all teams and organizations. Therefore, we should accept the conflict and exert its benefits to the team and the organization. From the late 1970s to the present, conflicting and interactive views have become the mainstream view. The view points out that organizations that are too harmonious, harmonious, peaceful and cooperative tend to show static, indifferent and slow to change, so they may make the organization lack vitality and vitality, and appropriate conflict is conducive to the healthy development of the organization. The catfish effect very intuitively the positive effects of appropriate conflict.

(Guinto et al., 2020) defined conflict as a process in which one party tries to offset the blockade of the other party that may prevent him from achieving his goals or harm his interests. (Hu et al., 2019) believed that "conflict is a social psychological phenomenon in which another working group or individual is frustrated because they try to meet their own needs. Conflict is an intense struggle arising out of the incompatibility of views, needs, desires, interests, or demands between two parties.(Rodriguez et al., 2020) believed that conflict is "a phenomenon in which two or more unities are connected by at least one form of hostile psychological relationship or hostile interaction in any social environment or process". (Moster et
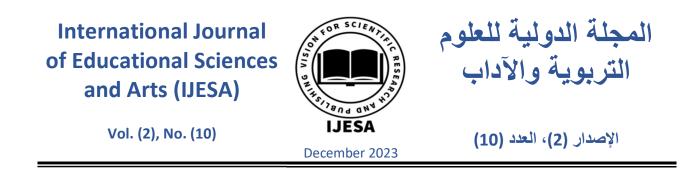
al., 2021) emphasized that conflict is "a process that begins when one party feels that the other party has harmed or intends to harm its own interests". Toner believed that "conflict is an open and direct interaction between two parties, in which each party's actions are aimed at preventing the other from achieving its goals".

The similarities of the above definitions are as follows: There is opposition between the two sides of the conflict in terms of goals, interests and emotions; Both sides of the conflict perceive the opposition; Both sides of the conflict take certain actions to organize the other side to achieve the goal. Generally speaking, conflict refers to the contradiction caused by individuals or teams holding different attitudes and approaches to the same thing. Conflict often takes the form of a fierce fight over disagreement. Lewis Corzine, an American scholar, pointed out in The Function of Social Conflict that no group can be completely harmonious, otherwise it will have no process and structure. In a team, there will always be conflict between individuals to some extent, because there are differences between people: differences in values, beliefs, attitudes and behaviors. Differences are bound to lead to differences, and when differences grow to a certain extent, they will lead to conflicts. Therefore, conflicts are objective, inescapable and independent of human will. So, conflict is one of the inevitable features of team life.

4.2 Types of Conflicts

(Staubitz, 2019) divided TMT conflict into cognitive conflict and emotional conflict according to task orientation and emotional orientation. Cognitive conflict is functional (constructive) conflict because team members have different understandings of task objectives and different opinions on completion methods. Emotional conflict, on the other hand, is a non-functional (destructive) conflict due to mutual suspicion or maladjustment among team members.

According to (Reblin et al., 2019), team conflict can be divided into task conflict and

relationship conflict. The so-called task conflict refers to that there is no unified understanding between team members on the task content and team goals, which usually includes different views, opinions and various ambiguities in suggestions. Relationship conflict refers to the interpersonal incompatibility and inadaptability among team members due to differences in personality and values, which is manifested as tension, hostility and irritation among team members. Task conflict often leads to constructive arguments, which can improve the decision-making results of the team or improve the team's performance. On the contrary, relationship conflict will cause conflicts between team members, making the increasingly complex interpersonal relationship worse.

According to (Arman-Incioglu, 2016), the early view of conflict holds that all conflicts are bad and negative, and it is often used together with riot, destruction and irrationality to reinforce its negative meaning. People believe that conflict is the result of dysfunction, which is caused by the following aspects: poor communication; Lack of honesty and trust among people; Managers lack sensitivity to the needs and aspirations of their employees. The view of interaction does not hold that all conflicts are good, but that some conflicts support group goals and improve group performance, and they are functional and constructive conflicts. But there are also conflicts that hinder group work performance, and they are dysfunctional and destructive conflicts. Task conflict is related to work content and goal, while relationship conflict focuses on interpersonal relationship. (Emich et al., 2020) argued that conflict in a team is not necessarily a bad thing. In essence, conflict can improve team effectiveness, but not for all types of conflict. Relationship conflict - conflict based on interpersonal dysfunction, relationship tension, and hatred of others is more likely to be dysfunctional and destructive. However, for teams engaged in unconventional activities, disagreement among members about the content of the task (called task conflict) is not destructive. In fact, it is often beneficial because it

reduces the likelihood of groupthink. Task conflict stimulates discussion among team members, facilitates critical assessment of problems and alternatives, and leads to better team decision making. Therefore, effective teams are characterized by an appropriate level of conflict. Research by (Jones et al., 2022) showed that the vast majority of relationship conflicts are dysfunctional. Because interpersonal understanding is manifested in relational conflicts, it hinders the completion of organizational tasks. On the other hand, low level process conflict and medium and low-level task conflict are positive and functional. If the task roles established in the group are not clear enough, and there are too many arguments about who should do what, it will lead to conflict dysfunction, delay in completing tasks, and members will work according to different goals. Low - and medium-level task conflict can have a positive impact on the group's performance, because it stimulates people to discuss different viewpoints, which helps to improve the group's performance to a higher level.

5. The Impact of Team Trust on Team Conflict

5.1 Trust and Conflict in Sports Teams

Team is a common form in modern organizations. In sports teams, team members interact frequently and depend on each other highly. Therefore, the role of trust in sports teams is particularly important.

For sports teams, the basis of cooperation between team members is mutual trust. Many scholars have studied the relationship between trust and cooperation.(Draganovic, 2017) believed that from the perspective of economics and sociology, different scholars point out that trust relationship is a way to achieve control goals in cooperation, and also the basis of lasting and effective relationship between cooperative organizations. (Tiferes & Bisantz, 2018) pointed out that trust plays a crucial role in any kind of team, and sports teams are no exception. First of
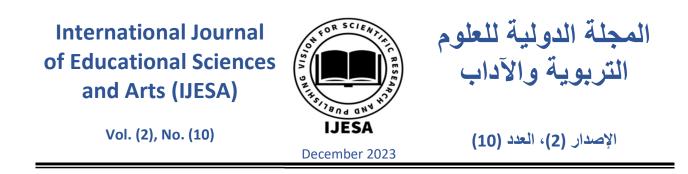
all, team trust is the premise of cooperation between athletes and the cornerstone of sports team management. It will also promote the creation of a good training atmosphere for sports teams. Only when team trust is established, team members will feel happy in training and competition, which is conducive to promoting the occurrence of interactive behaviors between team members. In the field of sports,(Hunley et al., 2018) believed that there is a positive correlation between basketball players' trust in their teammates and their cooperative behaviors. The establishment of a good trust relationship will have a constructive impact on team management in sports teams, such as reducing the management cost of sports teams, increasing the formation of spontaneous behavior of team members, and facilitating the formation of the correct way of team members to obey the organization. The improvement of trust among team members can also help to improve the individual satisfaction of team members and their loyalty to the organization, which is of great theoretical and practical significance to the construction of high-performance sports teams.

(Eisenberg & DiTomaso, 2021) found a significant negative correlation between trust and conflict among negotiators. (Pollack & Matous, 2019) study showed that trust within a team is negatively correlated with conflict. A high level of trust within a team will lead team members to have the same team goal and reduce the frequency of hostility and relationship tension between each other. Therefore, team trust is negatively correlated with relationship conflict. For task conflict, team trust has positive and negative influence mechanism. According to Jones (2022), in sports teams, everyone has different founding years, backgrounds, knowledge structures and experiences, and everyone comes together for the common goal. Only by respecting and trusting each other can the potential and responsibility of each member be fully stimulated. Sports team good interpersonal trust relationship in the management of sports teams that can produce a positive, positive effects, in addition,

a high degree of trust can also promote the communication and cooperation between team members, effectively reduce the contradiction and conflict between each other, improve the individual team members' satisfaction and sense of belonging, and raised the team members on the loyalty of the team (Jones et al, 2022).

5.2 Emotional Trust and Conflict in Sports Teams

Team emotional trust refers to the trust established by emotional ties between the team members, which is reflected in mutual care and concern between them. Team emotional trust usually shows that the two parties who trust each other in the team invest their feelings in the relationship between them, and put the feelings and relationships between them more important than their own interests.

The research of (Chenli, 2022) showed that team emotional trust plays an important mediating role between cognitive conflict and decision quality in senior management teams. In a team, if there is emotional trust among team members, a firm emotional bond will be established between each other, forming emotional identity and making team members trust each other. In such a trusting environment, team members are emotionally filled with a sense of identity, and at the same time deepen their care and confidence for each other, forming a reciprocal emotion between each other. (Rahim, 2023) argued that with the establishment of emotional trust, team members will be able to communicate more smoothly, share their experiences and lessons, and avoid tension and confrontations caused by cognitive conflict.

Richardson (2020) pointed out that in the understanding of team conflict, people often assume that a relationship conflict the impact on the team is a negative influence, and influence of task conflict on team is positive, so people always avoid the effects of relationship conflict, make full use of task conflict plays a positive role, but the study showed that relationship conflict and task conflict are highly correlated and always exist at the same time (Richardson et al., 2020). Zhou (2021) studied the

impact of conflict ratio on team performance. In order to overcome the limitations of previous study of different types of conflicts in isolation, he integrated examines the respective share of task conflict and relationship conflict, and through the correlation test to verify the hypothesis, namely the relative to the relationship between task conflict in the proportion of high team conflict, team cohesion and team members' individual satisfaction is higher, the team's performance better (Zhou, 2021).

Emotional trust is one of the important factors affecting team interpersonal relationship. The high degree of emotional trust can promote the formation of a more harmonious and stable interpersonal relationship in the team, and has a positive impact on the team's conflict management. Because task conflict and relationship conflict are highly correlated in a team, they always exist together. However, due to the different degree of emotional trust in a team, the impact on team conflict is also different, leading to the different proportions of task conflict and relationship conflict in team conflict.

5.3 Cognitive Trust and Conflict in Sports Teams

Pales (2017) believed that team cognitive trust is the trust established by the trustor in the team on the basic elements of the trustor's competence and responsibility, or the trustor's reliability and dependability. Team cognitive trust can be regarded as an analysis process that emphasizes whether the trusted object is trustworthy. This kind of trust is based on the rational judgment of the trustor. When measuring the trustor, it emphasizes the information collection and analysis of the trustor (Pales, 2017). Piepiora (2021) believed that trust can be developed only after the trustor's ability and sense of responsibility are understood. Cognitive trust is the result of rational judgment based on one's own experience on the basis of a certain understanding of the credibility and reliability of others. It is based on the full trust of the other party's personal characteristics, such as ability, honesty, reliability, justice and integrity

(Piepiora, 2021).

Kim and Cruz (2016) believed that when there is a cognitive trust relationship in sports teams, team members will have a certain degree of rational judgment on the ability level and responsibility of other teammates, and team members will form a correct and complete cognitive map for the cognition and completion procedures of target tasks (Kim & Cruz, 2016). Jones (2022) pointed out that based on the cognitive conflict between team members, team members according to the actual situation to make corresponding changes to your own cognitive map, correct their understanding deviation, to increase the trust of others and active cooperation behaviors, to adapt to the team the whole working atmosphere, so as to promote the formation of the team cognition trust relationship, it also helps to improve team cohesion. Namely cognition of trust in sports team to improve team cohesion and increase the team members' psychological sense of security and belonging, form a more harmonious relationship between the team members, and reduce the contradiction and friction between each other, so they can effectively communicate actively cooperate with the work of the team's task, reducing the occurrence of the conflict in the team, strive to achieve team goals (Jones et al., 2022).

Conclusion

In conclusion, this review delves into the intricate dynamics of teams, with a specific focus on sports teams. Understanding the essence of a team as a collaborative community, the review emphasizes the importance of trust and conflict in shaping team dynamics and influencing performance outcomes. The distinction between cognitive and emotional trust within sports teams sheds light on the nuanced nature of interpersonal relationships. Team trust emerges as a crucial element, impacting not only the level of cooperation and communication among team members but also influencing overall team cohesion. Emotional trust, characterized by mutual care and
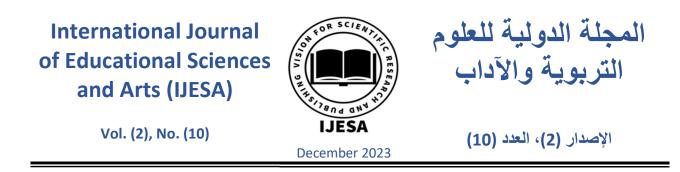
concern, fosters a positive team environment, enabling smoother communication and conflict resolution. As sports teams serve as microcosms of larger organizational structures, the insights from this review extend beyond the realm of sports management, offering valuable implications for team dynamics in diverse fields. Ultimately, a nuanced understanding of team dynamics, trust, and conflict is essential for optimizing team performance and achieving collective goals.

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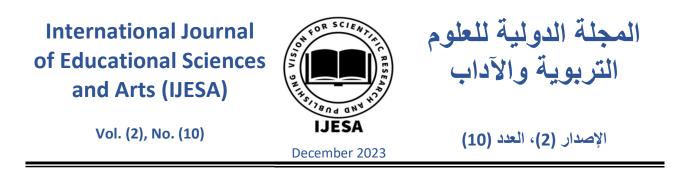
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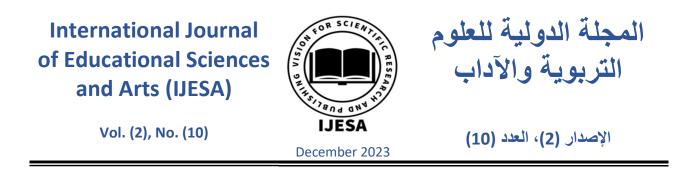
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