Table 1: Results from mediation analysis for a simple mediation model, using various methods.

	OLS Sobel			
Total Effect	Estimate	Std. Error	t Statistic	p Value
$X \to Y$ (c')	-0.077	0.139	-0.555	0.580
Direct Effect	Estimate	Std. Error	t Statistic	p Value
$X \to M$ (a)	0.155	0.121	1.283	0.203
$M \to Y$ (b)	-0.364	0.118	-3.090	0.003
$X \to Y$ (c)	-0.021	0.134	-0.156	0.877
Indirect Effect	Estimate	Std. Error	z Statistic	p Value
$X \to M \to Y$ (ab)	-0.057	0.048	-1.185	0.236
	OLS Bootstrap			
Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.079	0.159	-0.493	0.622
Direct Effect	Estimate	Std. Error	z Statistic	p Value
$X \to M$ (a)	0.158	0.129	1.224	0.221
$M \to Y$ (b)	-0.367	0.158	-2.328	0.020
$X \to Y$ (c)	-0.020	0.144	-0.139	0.889
Indirect Effect	Estimate	95% Confidence Interval		
$X \to M \to Y$ (ab)	-0.058	$(-0.214, 0.025)$		
	ROBMED			
Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.043	0.187	-0.230	0.818
Direct Effect	Estimate	Std. Error	z Statistic	p Value
$X \to M$ (a)	0.321	0.107	2.996	0.003
$M \to Y$ (b)	-0.337	0.178	-1.896	0.058
$X \to Y$ (c)	0.064	0.186	0.344	0.731
Indirect Effect	Estimate	95% Confidence Interval		
$X \to M \to Y$ (ab)	-0.107	$(-0.294, -0.009)$		

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 2: Results from mediation analysis for a simple mediation model, using various methods.

	OLS Sobel				OLS Bootstrap			
Total Effect	Estimate	Std. Error	t Statistic	p Value	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.077	0.139	-0.555	0.580	-0.079	0.159	-0.493	0.622
Direct Effect	Estimate	Std. Error	t Statistic	p Value	Estimate	Std. Error	z Statistic	p Value
$X \to M$ (a)	0.155	0.121	1.283	0.203	0.158	0.129	1.224	0.221
$M \to Y$ (b)	-0.364	0.118	-3.090	0.003	-0.367	0.158	-2.328	0.020
$X \to Y$ (c)	-0.021	0.134	-0.156	0.877	-0.020	0.144	-0.139	0.889
Indirect Effect	Estimate	Std. Error	z Statistic	p Value	Estimate	95% Confidence Interval		
$X \to M \to Y$ (ab)	-0.057	0.048	-1.185	0.236	-0.058	$(-0.214, 0.025)$		
	Winsorized Bootstrap				ROBMED			
Total Effect	Estimate	Std. Error	z Statistic	p Value	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.065	0.148	-0.437	0.662	-0.043	0.187	-0.230	0.818
Direct Effect	Estimate	Std. Error	z Statistic	p Value	Estimate	Std. Error	z Statistic	p Value
$X \to M$ (a)	0.197	0.114	1.727	0.084	0.321	0.107	2.996	0.003
$M \to Y$ (b)	-0.390	0.122	-3.208	0.001	-0.337	0.178	-1.896	0.058
$X \to Y$ (c)	0.010	0.136	0.074	0.941	0.064	0.186	0.344	0.731
Indirect Effect	Estimate	95% Confidence Interval			Estimate	95% Confidence Interval		
$X \to M \to Y$ (ab)	-0.075	$(-0.200, 0.001)$			-0.107	$(-0.294, -0.009)$		

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 3: Results from mediation analysis for a simple mediation model, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.043	0.187	-0.230	0.818
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M$ (a)	0.321	0.107	2.996	0.003
$M \to Y$ (b)	-0.337	0.178	-1.896	0.058
$X \to Y$ (c)	0.064	0.186	0.344	0.731
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X \to M \to Y$ (ab)	-0.107	$(-0.294, -0.009)$		

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 4: Results from mediation analysis for a serial multiple mediator model, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.043	3.288	-0.013	0.990
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M_1$ (a_1)	0.321	0.107	2.994	0.003
$X \to M_2$ (a_2)	0.063	0.187	0.338	0.736
$M_1 \to M_2$ (d_{21})	-0.337	0.178	-1.898	0.058
$M_1 \to Y$ (b_1)	0.188	2.791	0.067	0.946
$M_2 \to Y$ (b_2)	9.500	4.591	2.069	0.039
$X \to Y$ (c)	0.419	3.061	0.137	0.891
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X \to \ldots \to Y$ (total)	-0.462	$(-6.859, 2.876)$		
$X \to M_1 \to Y$ $(a_1 b_1)$	0.073	$(-1.668, 2.246)$		
$X \to M_2 \to Y$ $(a_2 b_2)$	0.452	$(-3.130, 5.131)$		
$X \to M_1 \to M_2 \to Y$ $(a_1 d_{21} b_2)$	-0.986	$(-3.909, -0.068)$		

Note. Independent variable: ValueDiversity (X); hypothesized mediators: TaskConflict (M_1), TeamCommitment (M_2); dependent variable: TeamScore (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 5: Results from mediation analysis for a parallel multiple mediator model, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \rightarrow Y$ (c')	0.110	0.053	2.072	0.038
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \rightarrow M_1$ (a_1)	0.067	0.036	1.853	0.064
$X \rightarrow M_2$ (a_2)	0.154	0.035	4.443	0.000
$M_1 \rightarrow Y$ (b_1)	0.653	0.201	3.252	0.001
$M_2 \rightarrow Y$ (b_2)	0.525	0.175	2.990	0.003
$X \rightarrow Y$ (c)	−0.016	0.050	−0.312	0.755
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X \rightarrow \ldots \rightarrow Y$ (total)	0.125	$(0.044, 0.216)$		
$X \rightarrow M_1 \rightarrow Y$ (a_1b_1)	0.046	$(0.000, 0.118)$		
$X \rightarrow M_2 \rightarrow Y$ (a_2b_2)	0.080	$(0.030, 0.154)$		

Note. Independent variable: SharedLeadership (X); hypothesized mediators: ProceduralJustice (M_1), InteractionalJustice (M_2); dependent variable: TeamPerformance (Y); control variables: AgeDiversity, GenderDiversity. Sample size = 89. Number of bootstrap samples = 5,000.

Table 6: Results from mediation analysis for a model with multiple independent variables, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X_1 \rightarrow Y$ (c_1')	0.086	0.074	1.166	0.244
$X_2 \rightarrow Y$ (c_2')	0.016	0.052	0.311	0.756
$X_3 \rightarrow Y$ (c_3')	0.522	0.213	2.452	0.014
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X_1 \rightarrow M$ (a_1)	0.067	0.036	1.859	0.063
$X_2 \rightarrow M$ (a_2)	0.049	0.030	1.628	0.104
$X_3 \rightarrow M$ (a_3)	0.207	0.149	1.389	0.165
$M \rightarrow Y$ (b)	1.071	0.159	6.735	0.000
$X_1 \rightarrow Y$ (c_1)	0.013	0.075	0.175	0.861
$X_2 \rightarrow Y$ (c_2)	−0.037	0.047	−0.790	0.430
$X_3 \rightarrow Y$ (c_3)	0.301	0.166	1.810	0.070
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X_1 \rightarrow M \rightarrow Y$ (ab_1)	0.073	$(-0.004, 0.155)$		
$X_2 \rightarrow M \rightarrow Y$ (ab_2)	0.053	$(-0.013, 0.128)$		
$X_3 \rightarrow M \rightarrow Y$ (ab_3)	0.221	$(-0.082, 0.566)$		

Note. Independent variables: SharedLeadership (X_1), AgeDiversity (X_2), GenderDiversity (X_3); hypothesized mediator: ProceduralJustice (M); dependent variable: TeamPerformance (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 7: Results from mediation analysis for a parallel multiple mediator model with multiple independent variables, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X_1 \rightarrow Y$ (c_1')	0.110	0.053	2.072	0.038
$X_2 \rightarrow Y$ (c_2')	0.030	0.048	0.630	0.528
$X_3 \rightarrow Y$ (c_3')	0.583	0.204	2.858	0.004
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X_1 \rightarrow M_1$ (a_{11})	0.067	0.036	1.853	0.064
$X_1 \rightarrow M_2$ (a_{21})	0.154	0.035	4.443	0.000
$X_2 \rightarrow M_1$ (a_{12})	0.049	0.030	1.627	0.104
$X_2 \rightarrow M_2$ (a_{22})	−0.005	0.051	−0.104	0.917
$X_3 \rightarrow M_1$ (a_{13})	0.207	0.150	1.379	0.168
$X_3 \rightarrow M_2$ (a_{23})	0.339	0.184	1.838	0.066
$M_1 \rightarrow Y$ (b_1)	0.653	0.201	3.252	0.001
$M_2 \rightarrow Y$ (b_2)	0.525	0.175	2.990	0.003
$X_1 \rightarrow Y$ (c_1)	−0.016	0.050	−0.312	0.755
$X_2 \rightarrow Y$ (c_2)	0.001	0.036	0.025	0.980
$X_3 \rightarrow Y$ (c_3)	0.272	0.155	1.753	0.080
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X_1 \rightarrow \ldots \rightarrow Y$ (total)	0.125	$(0.044, 0.216)$		
$X_1 \rightarrow M_1 \rightarrow Y$ $(a_{11}b_1)$	0.046	$(0.000, 0.118)$		
$X_1 \rightarrow M_2 \rightarrow Y$ $(a_{21}b_2)$	0.080	$(0.030, 0.154)$		
$X_2 \rightarrow \ldots \rightarrow Y$ (total)	0.029	$(-0.049, 0.106)$		
$X_2 \rightarrow M_1 \rightarrow Y$ $(a_{12}b_1)$	0.032	$(-0.005, 0.086)$		
$X_2 \rightarrow M_2 \rightarrow Y$ $(a_{22}b_2)$	−0.003	$(-0.061, 0.051)$		
$X_3 \rightarrow \ldots \rightarrow Y$ (total)	0.311	$(-0.007, 0.728)$		
$X_3 \rightarrow M_1 \rightarrow Y$ $(a_{13}b_1)$	0.133	$(-0.035, 0.392)$		
$X_3 \rightarrow M_2 \rightarrow Y$ $(a_{23}b_2)$	0.178	$(0.013, 0.519)$		

Note. Independent variables: SharedLeadership (X_1), AgeDiversity (X_2), GenderDiversity (X_3); hypothesized mediators: ProceduralJustice (M_1), InteractionalJustice (M_2); dependent variable: TeamPerformance (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 8: Results from mediation analysis for a serial multiple mediator model with multiple independent variables, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X_1 \to Y$ (c_1')	0.186	3.310	0.056	0.955
$X_2 \to Y$ (c_2')	−0.163	1.675	−0.097	0.922
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X_1 \to M_1$ (a_{11})	0.319	0.110	2.897	0.004
$X_1 \to M_2$ (a_{21})	0.065	0.188	0.349	0.727
$X_2 \to M_1$ (a_{12})	0.017	0.046	0.366	0.714
$X_2 \to M_2$ (a_{22})	−0.032	0.073	−0.433	0.665
$M_1 \to M_2$ (d_{21})	−0.336	0.172	−1.948	0.051
$M_1 \to Y$ (b_1)	0.222	2.791	0.080	0.937
$M_2 \to Y$ (b_2)	9.241	4.646	1.989	0.047
$X_1 \to Y$ (c_1)	0.601	3.102	0.194	0.846
$X_2 \to Y$ (c_2)	0.191	1.231	0.155	0.876
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X_1 \to \ldots \to Y$ (total)	−0.416	$(-6.966, 2.834)$		
$X_1 \to M_1 \to Y$ $(a_{11}b_1)$	0.078	$(-1.701, 2.142)$		
$X_1 \to M_2 \to Y$ $(a_{21}b_2)$	0.460	$(-2.948, 5.143)$		
$X_1 \to M_1 \to M_2 \to Y$ $(a_{11}d_{21}b_2)$	−0.953	$(-3.875, -0.067)$		
$X_2 \to \ldots \to Y$ (total)	−0.355	$(-2.395, 0.993)$		
$X_2 \to M_1 \to Y$ $(a_{12}b_1)$	0.004	$(-0.212, 0.371)$		
$X_2 \to M_2 \to Y$ $(a_{22}b_2)$	−0.302	$(-2.077, 1.048)$		
$X_2 \to M_1 \to M_2 \to Y$ $(a_{12}d_{21}b_2)$	−0.056	$(-0.643, 0.154)$		

Note. Independent variables: ValueDiversity (X_1), AgeDiversity (X_2); hypothesized mediators: TaskConflict (M_1), TeamCommitment (M_2); dependent variable: TeamScore (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 9: Results from mediation analysis for a simple mediation model, using a bootstrap test based on winsorization via a Huber M-estimator of the covariance matrix.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	-0.065	0.148	-0.437	0.662
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M$ (a)	0.197	0.114	1.727	0.084
$M \to Y$ (b)	-0.390	0.122	-3.208	0.001
$X \to Y$ (c)	0.010	0.136	0.074	0.941
Indirect Effect	**Estimate**	**95% Confidence Interval**		
$X \to M \to Y$ (ab)	-0.075	$(-0.200, 0.001)$		

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89. Number of bootstrap samples = 5,000.

Table 10: Results from mediation analysis for a simple mediation model, using a robust Sobel test based on robust regressions via an MM-estimator.

Total Effect	Estimate	Std. Error	t Statistic	p Value
$X \to Y$ (c')	-0.042			
Direct Effect	**Estimate**	**Std. Error**	**t Statistic**	**p Value**
$X \to M$ (a)	0.320	0.104	3.081	0.003
$M \to Y$ (b)	-0.337	0.175	-1.925	0.058
$X \to Y$ (c)	0.065	0.190	0.343	0.732
Indirect Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M \to Y$ (ab)	-0.108	0.066	-1.632	0.103

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89.

Table 11: Results from mediation analysis for a simple mediation model, using a robust Sobel test based on winsorization via a Huber M-estimator of the covariance matrix.

Total Effect	Estimate	Std. Error	z Statistic	p Value
$X \to Y$ (c')	−0.065	0.131	−0.497	0.619
Direct Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M$ (a)	0.195	0.112	1.735	0.083
$M \to Y$ (b)	−0.392	0.116	−3.371	0.001
$X \to Y$ (c)	0.011	0.125	0.091	0.928
Indirect Effect	**Estimate**	**Std. Error**	**z Statistic**	**p Value**
$X \to M \to Y$ (ab)	−0.076	0.050	−1.542	0.123

Note. Independent variable: ValueDiversity (X), hypothesized mediator: TaskConflict (M), dependent variable: TeamCommitment (Y). Sample size = 89.