

Table 1: Results from mediation analysis for a simple mediation model, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow Y$ ( $c'$ )	-0.043	0.187	-0.230	0.818
Direct Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M$ ( $a$ )	0.321	0.107	2.996	0.003
$M \rightarrow Y$ ( $b$ )	-0.337	0.178	-1.896	0.058
$X \rightarrow Y$ ( $c$ )	0.064	0.186	0.344	0.731
Indirect Effect	Estimate	95% Confidence Interval		
$X \rightarrow M \rightarrow Y$ ( $ab$ )	-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 serial multiple mediator model, using the robust bootstrap test ROBMED.

Total Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow Y$ ( $c'$ )	-0.043	3.288	-0.013	0.990
Direct Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M_1$ ( $a_1$ )	0.321	0.107	2.994	0.003
$X \rightarrow M_2$ ( $a_2$ )	0.063	0.187	0.338	0.736
$M_1 \rightarrow M_2$ ( $d_{21}$ )	-0.337	0.178	-1.898	0.058
$M_1 \rightarrow Y$ ( $b_1$ )	0.188	2.791	0.067	0.946
$M_2 \rightarrow Y$ ( $b_2$ )	9.500	4.591	2.069	0.039
$X \rightarrow Y$ ( $c$ )	0.419	3.061	0.137	0.891
Indirect Effect	Estimate	95% Confidence Interval		$p$ Value
$X \rightarrow \dots \rightarrow Y$ (total)	-0.462	(-6.859, 2.876)		0.8
$X \rightarrow M_1 \rightarrow Y$ ( $a_1 b_1$ )	0.073	(-1.668, 2.246)		0.834
$X \rightarrow M_2 \rightarrow Y$ ( $a_2 b_2$ )	0.452	(-3.130, 5.131)		0.564
$X \rightarrow M_1 \rightarrow M_2 \rightarrow Y$ ( $a_1 d_{21} b_2$ )	-0.986	(-3.909, -0.068)		0.029

*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 3: 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		
$X \rightarrow \dots \rightarrow Y$ (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 4: 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 5: 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		
$X_1 \rightarrow \dots \rightarrow Y$ (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)		
$X_2 \rightarrow \dots \rightarrow Y$ (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)		
$X_3 \rightarrow \dots \rightarrow Y$ (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 6: 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
$X_1 \rightarrow Y$ ( $c'_1$ )	0.186	3.310	0.056	0.955
$X_2 \rightarrow Y$ ( $c'_2$ )	-0.163	1.675	-0.097	0.922
Direct Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X_1 \rightarrow M_1$ ( $a_{11}$ )	0.319	0.110	2.897	0.004
$X_1 \rightarrow M_2$ ( $a_{21}$ )	0.065	0.188	0.349	0.727
$X_2 \rightarrow M_1$ ( $a_{12}$ )	0.017	0.046	0.366	0.714
$X_2 \rightarrow M_2$ ( $a_{22}$ )	-0.032	0.073	-0.433	0.665
$M_1 \rightarrow M_2$ ( $d_{21}$ )	-0.336	0.172	-1.948	0.051
$M_1 \rightarrow Y$ ( $b_1$ )	0.222	2.791	0.080	0.937
$M_2 \rightarrow Y$ ( $b_2$ )	9.241	4.646	1.989	0.047
$X_1 \rightarrow Y$ ( $c_1$ )	0.601	3.102	0.194	0.846
$X_2 \rightarrow Y$ ( $c_2$ )	0.191	1.231	0.155	0.876
Indirect Effect	Estimate	95% Confidence Interval		
$X_1 \rightarrow \dots \rightarrow Y$ (total)	-0.416	(-6.966, 2.834)		
$X_1 \rightarrow M_1 \rightarrow Y$ ( $a_{11}b_1$ )	0.078	(-1.701, 2.142)		
$X_1 \rightarrow M_2 \rightarrow Y$ ( $a_{21}b_2$ )	0.460	(-2.948, 5.143)		
$X_1 \rightarrow M_1 \rightarrow M_2 \rightarrow Y$ ( $a_{11}d_{21}b_2$ )	-0.953	(-3.875, -0.067)		
$X_2 \rightarrow \dots \rightarrow Y$ (total)	-0.355	(-2.395, 0.993)		
$X_2 \rightarrow M_1 \rightarrow Y$ ( $a_{12}b_1$ )	0.004	(-0.212, 0.371)		
$X_2 \rightarrow M_2 \rightarrow Y$ ( $a_{22}b_2$ )	-0.302	(-2.077, 1.048)		
$X_2 \rightarrow M_1 \rightarrow M_2 \rightarrow Y$ ( $a_{12}d_{21}b_2$ )	-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 7: 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
$X \rightarrow Y$ ( $c'$ )	-0.065	0.148	-0.437	0.662
Direct Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M$ ( $a$ )	0.197	0.114	1.727	0.084
$M \rightarrow Y$ ( $b$ )	-0.390	0.122	-3.208	0.001
$X \rightarrow Y$ ( $c$ )	0.010	0.136	0.074	0.941
Indirect Effect	Estimate	95% Confidence Interval		
$X \rightarrow M \rightarrow Y$ ( $ab$ )	-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 8: 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
$X \rightarrow Y$ ( $c'$ )	-0.042			
Direct Effect	Estimate	Std. Error	$t$ Statistic	$p$ Value
$X \rightarrow M$ ( $a$ )	0.320	0.104	3.081	0.003
$M \rightarrow Y$ ( $b$ )	-0.337	0.175	-1.925	0.058
$X \rightarrow Y$ ( $c$ )	0.065	0.190	0.343	0.732
Indirect Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M \rightarrow Y$ ( $ab$ )	-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 9: 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
$X \rightarrow Y$ ( $c'$ )	-0.065	0.131	-0.497	0.619
Direct Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M$ ( $a$ )	0.195	0.112	1.735	0.083
$M \rightarrow Y$ ( $b$ )	-0.392	0.116	-3.371	0.001
$X \rightarrow Y$ ( $c$ )	0.011	0.125	0.091	0.928
Indirect Effect	Estimate	Std. Error	$z$ Statistic	$p$ Value
$X \rightarrow M \rightarrow Y$ ( $ab$ )	-0.076	0.050	-1.542	0.123

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