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 |
|---|---|---|---|---|
| $X \to Y$ $(c')$ | $-0.043$ | $0.187$ | $-0.230$ | $0.818$ |

| 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 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 3: 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 |
|---|---|---|---|---|
| $X_1 \to Y$ $(c_1')$ | 0.086 | 0.074 | 1.166 | 0.244 |
| $X_2 \to Y$ $(c_2')$ | 0.016 | 0.052 | 0.311 | 0.756 |
| $X_3 \to Y$ $(c_3')$ | 0.522 | 0.213 | 2.452 | 0.014 |

| Direct Effect | Estimate | Std. Error | $z$ Statistic | $p$ Value |
|---|---|---|---|---|
| $X_1 \to M$ $(a_1)$ | 0.067 | 0.036 | 1.859 | 0.063 |
| $X_2 \to M$ $(a_2)$ | 0.049 | 0.030 | 1.628 | 0.104 |
| $X_3 \to M$ $(a_3)$ | 0.207 | 0.149 | 1.389 | 0.165 |
| $M \to Y$ $(b)$ | 1.071 | 0.159 | 6.735 | 0.000 |
| $X_1 \to Y$ $(c_1)$ | 0.013 | 0.075 | 0.175 | 0.861 |
| $X_2 \to Y$ $(c_2)$ | $-0.037$ | 0.047 | $-0.790$ | 0.430 |
| $X_3 \to Y$ $(c_3)$ | 0.301 | 0.166 | 1.810 | 0.070 |

| Indirect Effect | Estimate | 95% Confidence Interval | |
|---|---|---|---|
| $X_1 \to M \to Y$ $(ab_1)$ | 0.073 | $(-0.004, 0.155)$ | |
| $X_2 \to M \to Y$ $(ab_2)$ | 0.053 | $(-0.013, 0.128)$ | |
| $X_3 \to M \to Y$ $(ab_3)$ | 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.