| Total Effect | Estimate | Std. Error | z Statistic | p Value |
| --- | --- | --- | --- | --- |
| X→Y (c') | −0.043 | 0.187 | −0.230 | 0.818 |

| Direct Effect | Estimate | Std. Error | z Statistic | p Value |
| --- | --- | --- | --- | --- |
| X→M (a) | 0.321 | 0.107 | 2.996 | 0.003 |
| M→Y (b) | −0.337 | 0.178 | −1.896 | 0.058 |
| X→Y (c) | 0.064 | 0.186 | 0.344 | 0.731 |

| Indirect Effect | Estimate | 95% Confidence Interval |
| --- | --- | --- |
| X→M→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. | | |