

# Karen Jehn

## List of Publications by Year in descending order

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Version: 2024-02-01

126  
papers

17,770  
citations

61984

43  
h-index

38395

95  
g-index

134  
all docs

134  
docs citations

134  
times ranked

6951  
citing authors

#	ARTICLE	IF	CITATIONS
1	A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict. <i>Administrative Science Quarterly</i> , 1995, 40, 256.	6.9	2,836
2	Why Differences Make a Difference: A Field Study of Diversity, Conflict, and Performance in Workgroups. <i>Administrative Science Quarterly</i> , 1999, 44, 741.	6.9	2,353
3	A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. <i>Administrative Science Quarterly</i> , 1997, 42, 530.	6.9	1,558
4	The paradox of intragroup conflict: A meta-analysis.. <i>Journal of Applied Psychology</i> , 2012, 97, 360-390.	5.3	867
5	The effects of diversity on business performance: Report of the diversity research network. <i>Human Resource Management</i> , 2003, 42, 3-21.	5.8	771
6	INTRAGROUP CONFLICT IN ORGANIZATIONS: A CONTINGENCY PERSPECTIVE ON THE CONFLICT-OUTCOME RELATIONSHIP. <i>Research in Organizational Behavior</i> , 2003, 25, 187-242.	1.2	631
7	ENHANCING EFFECTIVENESS: AN INVESTIGATION OF ADVANTAGES AND DISADVANTAGES OF VALUE-BASED INTRAGROUP CONFLICT. <i>International Journal of Conflict Management</i> , 1994, 5, 223-238.	1.9	619
8	TO AGREE OR NOT TO AGREE: THE EFFECTS OF VALUE CONGRUENCE, INDIVIDUAL DEMOGRAPHIC DISSIMILARITY, AND CONFLICT ON WORKGROUP OUTCOMES. <i>International Journal of Conflict Management</i> , 1997, 8, 287-305.	1.9	447
9	The Dynamic Nature of Conflict: A Longitudinal Study of Intragroup Conflict and Group Performance. <i>Academy of Management Journal</i> , 2001, 44, 238-251.	6.3	443
10	ASSESSING THE RELATIONSHIP BETWEEN INDUSTRY CHARACTERISTICS AND ORGANIZATIONAL CULTURE: HOW DIFFERENT CAN YOU BE?. <i>Academy of Management Journal</i> , 1994, 37, 522-553.	6.3	436
11	Interpersonal relationships and task performance: An examination of mediation processes in friendship and acquaintance groups.. <i>Journal of Personality and Social Psychology</i> , 1997, 72, 775-790.	2.8	394
12	Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance. <i>Organization Science</i> , 2009, 20, 35-50.	4.5	344
13	A meta-analytical integration of over 40 years of research on diversity training evaluation.. <i>Psychological Bulletin</i> , 2016, 142, 1227-1274.	6.1	341
14	Cracks in Diversity Research: The Effects of Diversity Faultlines on Conflict and Performance. <i>Group Decision and Negotiation</i> , 2003, 12, 217-241.	3.3	320
15	The Effects of Conflict Types, Dimensions, and Emergent States on Group Outcomes. <i>Group Decision and Negotiation</i> , 2008, 17, 465-495.	3.3	271
16	THE INFLUENCE OF PROPORTIONAL AND PERCEPTUAL CONFLICT COMPOSITION ON TEAM PERFORMANCE. <i>International Journal of Conflict Management</i> , 2000, 11, 56-73.	1.9	262
17	Using triangulation to validate themes in qualitative studies. <i>Qualitative Research in Organizations and Management</i> , 2009, 4, 123-150.	1.2	252
18	Do friends perform better than acquaintances? the interaction of friendship, conflict, and task. <i>Group Decision and Negotiation</i> , 1993, 2, 149-165.	3.3	249

#	ARTICLE	IF	CITATIONS
19	A field study of group diversity, workgroup context, and performance. <i>Journal of Organizational Behavior</i> , 2004, 25, 703-729.	4.7	237
20	The faultline activation process and the effects of activated faultlines on coalition formation, conflict, and group outcomes. <i>Organizational Behavior and Human Decision Processes</i> , 2010, 112, 24-42.	2.5	226
21	The Effects of Conflict Asymmetry on Work Group and Individual Outcomes. <i>Academy of Management Journal</i> , 2010, 53, 596-616.	6.3	222
22	Differential effects of strain on two forms of work performance: individual employee sales and creativity. <i>Journal of Organizational Behavior</i> , 2002, 23, 57-74.	4.7	216
23	Conflict Transformation. <i>Small Group Research</i> , 2008, 39, 278-302.	2.7	201
24	Reviewing Diversity Training: Where We Have Been and Where We Should Go. <i>Academy of Management Learning and Education</i> , 2012, 11, 207-227.	2.5	201
25	Assessing the Relationship between Industry Characteristics and Organizational Culture: How Different can You Be?. <i>Academy of Management Journal</i> , 1994, 37, 522-553.	6.3	163
26	Processes that mediate the relationship between a group goal and improved group performance.. <i>Journal of Personality and Social Psychology</i> , 1991, 61, 555-569.	2.8	147
27	Understanding the physical environment of work and employee behavior: An affective events perspective. <i>Journal of Organizational Behavior</i> , 2014, 35, 1169-1184.	4.7	134
28	Task conflict, information processing, and decision-making: The damaging effect of relationship conflict. <i>Organizational Behavior and Human Decision Processes</i> , 2013, 122, 177-189.	2.5	132
29	A review of perceived diversity in teams: Does how members perceive their team's composition affect team processes and outcomes?. <i>Journal of Organizational Behavior</i> , 2016, 37, S89.	4.7	132
30	The effects of alignments: Examining group faultlines, organizational cultures, and performance.. <i>Journal of Applied Psychology</i> , 2012, 97, 77-92.	5.3	115
31	Affective and Cognitive Conflict in Work Groups: Increasing Performance Through Value-Based Intragroup Conflict. , 1997, , 87-100.		103
32	The bigger they are, the harder they fall: Linking team power, team conflict, and performance. <i>Organizational Behavior and Human Decision Processes</i> , 2011, 116, 116-128.	2.5	102
33	The Directness and Oppositional Intensity of Conflict Expression. <i>Academy of Management Review</i> , 2015, 40, 235-262.	11.7	102
34	What is happening under the surface? Power, conflict and the performance of medical teams. <i>Medical Education</i> , 2012, 46, 838-849.	2.1	101
35	In the Short Term We Divide, in the Long Term We Unite: Demographic Crisscrossing and the Effects of Faultlines on Subgroup Polarization. <i>Organization Science</i> , 2013, 24, 716-736.	4.5	86
36	Feeling Misidentified: The Consequences of Internal Identity Asymmetries for Individuals at Work. <i>Academy of Management Review</i> , 2014, 39, 488-512.	11.7	72

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37	Conflict contagion: a temporal perspective on the development of conflict within teams. <i>International Journal of Conflict Management</i> , 2013, 24, 352-373.	1.9	69
38	It could be worse. <i>International Journal of Conflict Management</i> , 2007, 18, 325-344.	1.9	65
39	Analyzing harsh words in a sensitive setting: American expatriates in communist China. <i>Journal of Organizational Behavior</i> , 1997, 18, 559-582.	4.7	64
40	The effects of conflict asymmetry on mediation outcomes. <i>International Journal of Conflict Management</i> , 2006, 17, 96-109.	1.9	59
41	Identities under scrutiny: How women leaders navigate feeling misidentified at work. <i>Leadership Quarterly</i> , 2017, 28, 672-690.	5.8	56
42	Person-Job Fit Applied to Teamwork. <i>Small Group Research</i> , 2004, 35, 515-539.	2.7	55
43	The Directness and Oppositional Intensity of Conflict Expression. <i>Academy of Management Review</i> , 2015, 40, 235-262.	11.7	48
44	Not So Bad After All: How Relational Closeness Buffers the Association Between Relationship Conflict and Helpful and Deviant Group Behaviors. <i>Negotiation and Conflict Management Research</i> , 2011, 4, 277-296.	1.0	45
45	Revisiting faultline conceptualization: measuring faultline strength and distance. <i>Quality and Quantity</i> , 2011, 45, 701-714.	3.7	45
46	When Employees Stop Talking and Start Fighting: The Detrimental Effects of Pseudo Voice in Organizations. <i>Journal of Business Ethics</i> , 2012, 105, 221-230.	6.0	43
47	A Multimethod Approach to the Study of Sensitive Organizational Issues. <i>Journal of Mixed Methods Research</i> , 2010, 4, 313-341.	2.6	38
48	Embedding the Organizational Culture Profile Into Schwartz's Theory of Universals in Values. <i>Journal of Personnel Psychology</i> , 2011, 10, 1-12.	1.4	38
49	National diversity and conflict in multinational workgroups. <i>International Journal of Conflict Management</i> , 2006, 17, 181-202.	1.9	33
50	Chapter 2 The Pivotal Role of Negative Affect in Understanding the Effects of Process Conflict on Group Performance. <i>Research on Managing Groups and Teams</i> , 0, , 21-43.	0.6	33
51	Personality traits and conflict management styles in predicting job performance and conflict. <i>International Journal of Conflict Management</i> , 2017, 28, 671-694.	1.9	33
52	EXAMINING CROSS-CULTURAL DIFFERENCES IN CONFLICT MANAGEMENT BEHAVIOR: A STRATEGY FOR FUTURE RESEARCH. <i>International Journal of Conflict Management</i> , 1995, 6, 387-403.	1.9	32
53	Commitment of Cultural Minorities in Organizations: Effects of Leadership and Pressure to Conform. <i>Journal of Business and Psychology</i> , 2010, 25, 25-37.	4.0	31
54	Investigating the Relation Between Team Learning and the Team Situation Model. <i>Small Group Research</i> , 2015, 46, 50-82.	2.7	31

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55	Towards a contextualized model of team learning processes and outcomes. <i>Educational Research Review</i> , 2013, 10, 1-12.	7.8	30
56	A Look at Groups from the Functional Perspective. , 2005, , 21-62.		30
57	Perceptions of Deception: Making Sense of Responses to Employee Deceit. <i>Journal of Business Ethics</i> , 2008, 80, 327-347.	6.0	29
58	Cardiovascular reactivity and resistance to opposing viewpoints during intragroup conflict. <i>Psychophysiology</i> , 2012, 49, 1691-1699.	2.4	29
59	Being Different, But Close: How and When Faultlines Enhance Team Learning. <i>European Management Review</i> , 2016, 13, 275-290.	3.7	29
60	Cross-cultural differences in conflict management. <i>International Journal of Conflict Management</i> , 2009, 20, 355-376.	1.9	27
61	Task conflict asymmetries: effects on expectations and performance. <i>International Journal of Conflict Management</i> , 2015, 26, 172-191.	1.9	25
62	Ranking Rank Behaviors. <i>Business and Society</i> , 1999, 38, 296-325.	6.4	23
63	Instigating, Engaging in, and Managing Group Conflict: A Review of the Literature Addressing the Critical Role of the Leader in Group Conflict. <i>Academy of Management Annals</i> , 2019, 13, 112-147.	9.6	23
64	From the outside in: The negative spillover effects of boundary spanners' relations with members of other organizations. <i>Journal of Organizational Behavior</i> , 2011, 32, 886-905.	4.7	22
65	Diversity, Conflict, and Team Performances Summary of Program of Research. <i>Performance Improvement Quarterly</i> , 1999, 12, 6-19.	1.0	20
66	RELATIONSHIP BETWEEN PEACEKEEPERS AND NGO WORKERS: THE ROLE OF TRAINING AND CONFLICT MANAGEMENT STYLES IN INTERNATIONAL PEACEKEEPING. <i>International Journal of Conflict Management</i> , 2004, 15, 167-191.	1.9	19
67	Diversity, conflict, and their consequences. , 2008, , 127-174.		17
68	Reciprocal Expertise Affirmation and Shared Expertise Perceptions in Work Teams: Their Implications for Coordinated Action and Team Performance. <i>Applied Psychology</i> , 2013, 62, 359-381.	7.1	17
69	When diversity helps performance. <i>International Journal of Conflict Management</i> , 2014, 25, 189-212.	1.9	17
70	Conflict Management Style Asymmetry in Short-Term Project Groups. <i>Small Group Research</i> , 2021, 52, 220-242.	2.7	16
71	Multiple Stakeholder Judgments of Employee Behaviors: A Contingent Prototype Model of Dishonesty. <i>Journal of Business Ethics</i> , 2003, 46, 235-250.	6.0	15
72	Work Goals and Work-related Beliefs among Managers and Professionals in the United States and the People's Republic of China. <i>Asia Pacific Journal of Human Resources</i> , 1993, 31, 57-70.	3.9	14

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73	Crooked Conflicts: The Effects of Conflict Asymmetry in Mediation. <i>Negotiation and Conflict Management Research</i> , 2010, 3, 338-357.	1.0	14
74	Analyzing harsh words in a sensitive setting: American expatriates in communist China. <i>Journal of Organizational Behavior</i> , 1997, 18, 559-582.	4.7	12
75	Exploring Pandora's Box; The Impact of Diversity and Conflict on Work Group Performance. <i>Performance Improvement Quarterly</i> , 1999, 12, 113-126.	1.0	12
76	Towards a model for team learning in multidisciplinary crisis management teams. <i>International Journal of Emergency Management</i> , 2008, 5, 195.	0.0	12
77	The Effect of Trust on Conflict and Performance in Groups Split by Demographic Faultlines. <i>SSRN Electronic Journal</i> , 0, , .	0.4	11
78	High reliability teams: new directions for disaster management and conflict. <i>International Journal of Conflict Management</i> , 2014, 25, 407-430.	1.9	11
79	Conflict in Workgroups. , 2008, , 262-276.		11
80	Faultline Deactivation: Dealing with Activated Faultlines and Conflicts in Global Teams. , 2015, , 269-293.		10
81	Developing Categories from Interview Data: Text Analysis and Multidimensional Scaling. Part 1. <i>CAM Journal</i> , 1996, 8, 15-16.	0.2	9
82	Exploring diversity effects: nationality composition and nationality context in workgroups. <i>European Journal of Work and Organizational Psychology</i> , 2018, 27, 616-628.	3.7	9
83	Managing Conflict in Groups and Teams: Conflict about Conflict. <i>Research on Managing Groups and Teams</i> , 2012, , 133-159.	0.6	8
84	Evolving team cognition: The impact of team situation models on team effectiveness. <i>European Journal of Work and Organizational Psychology</i> , 2015, 24, 596-610.	3.7	8
85	WHERE PERCEPTION MEETS REALITY: THE EFFECTS OF DIFFERENT TYPES OF FAULTLINE PERCEPTIONS, ASYMMETRIES, AND REALITIES ON INTERSUBGROUP CONFLICT AND WORKGROUP OUTCOMES.. <i>Proceedings - Academy of Management</i> , 2007, 2007, 1-6.	0.1	7
86	Identifying gaps between the conceptualization of conflict and its measurement. , 2014, , .		7
87	Developing Categories for Interview Data: Consequences of Different Coding and Analysis Strategies in Understanding Text: Part 2. <i>CAM Journal</i> , 1997, 9, 1-7.	0.2	6
88	A Field Study of Group Faultlines, Team Identity, Conflict, and Performance in Organizational Groups. <i>SSRN Electronic Journal</i> , 2002, , .	0.4	6
89	LETâ€™S NORM AND STORM, BUT NOT RIGHT NOW: INTEGRATING MODELS OF GROUP DEVELOPMENT AND PERFORMANCE. <i>Research on Managing Groups and Teams</i> , 0, , 11-37.	0.6	6
90	Diversity Composition and Team Learning: The Moderating Role of Error Culture. <i>Group Decision and Negotiation</i> , 2019, 28, 695-722.	3.3	6

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91	The Moderating Influence of Nationalism on the Relationship Between National Diversity and Conflict. Negotiation and Conflict Management Research, 2010, 3, 249-275.	1.0	5
92	Revisiting the Dimensions of Intra-Group Conflict: Theoretical and Psychometric Construct Refinement. SSRN Electronic Journal, 2010, , .	0.4	5
93	Individual Task Conflict Asymmetry and Peer Ratings of Member Effectiveness. Small Group Research, 2020, 51, 402-426.	2.7	5
94	Approaches to the study of employeesâ€™ territoriality, conflict, emotions and well-being. , 2014, , .		5
95	Examining Ethnic Faultlines in Groups: A Multimethod Study of Demographic Alignment, Leadership Profiles, Coalition Formation, Intersubgroup Conflict and Group Outcomes. SSRN Electronic Journal, 2003, , .	0.4	4
96	The Effects of Faultline Solo Splits on Relationship Conflict Asymmetry and Performance. SSRN Electronic Journal, 2007, , .	0.4	4
97	Lies in the Sky: Effects of Employee Dishonesty on Organizational Reputation in the Airline Industry. Business and Society Review, 2015, 120, 115-136.	1.7	4
98	Types of conflict: The history and future of conflict definitions and typologies. , 2014, , .		4
99	The Diversity Scenario in Pakistani Organizations. , 2010, , .		4
100	Subgroup Perceptions, Conflict, and Team Learning. SSRN Electronic Journal, 0, , .	0.4	4
101	Workplace Territorial Behaviors: A Conceptual Model of the Impact of Employeesâ€™ Territorial Behaviors on Conflict and Outcomes in Diverse Teams. SSRN Electronic Journal, 0, , .	0.4	3
102	Are Lifestyle Differences Beneficial? The Effects of Marital Diversity on Group Outcomes. Small Group Research, 2018, 49, 429-451.	2.7	3
103	The Effects of Cross-Level Conflict: The Moderating Effects of Conflict Culture on the Group Faultlines - Performance Link. SSRN Electronic Journal, 0, , .	0.4	3
104	Multiple system interfaces and task-based conflict: Technological and human factors in control crew performance. Research on Managing Groups and Teams, 0, , 115-131.	0.6	2
105	Do Faultlines Hurt or Help? Exploring Distance, Identity, Task Conflict, and Individual Performance in Diverse Groups. SSRN Electronic Journal, 2005, , .	0.4	2
106	Faultline Activation and Deactivation and Their Effect on Conflict. SSRN Electronic Journal, 0, , .	0.4	2
107	The Rise and Fall of Subgroups and Conflict in Teams: Faultline Activation and Deactivation. SSRN Electronic Journal, 0, , .	0.4	2
108	Reporting on a survey of peer-reviewed publishing in cultural materials conservation: perceptions, preferences, and decision-making. Studies in Conservation, 2017, 62, 354-370.	1.1	2

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109	Creating Constructive Task Conflict: Reward Structures and Group Process Training. SSRN Electronic Journal, 2005, , .	0.4	1
110	The Moderating Influence of Nationalism on the Relationship between National Diversity and Conflict. SSRN Electronic Journal, 2007, , .	0.4	1
111	Conflict Asymmetries: Effects on Motivation, Attitudes and Performance. SSRN Electronic Journal, 0, , .	0.4	1
112	Crooked Conflicts: The Effects of Conflict Asymmetry in Mediation. SSRN Electronic Journal, 0, , .	0.4	1
113	The Effects of Conflict Asymmetry on Mediation Outcomes: Linking Theory and Practice. SSRN Electronic Journal, 0, , .	0.4	1
114	Coping with intragroup conflict. , 2014, , .		1
115	Exploring Faultlines, Conflict, Satisfaction, and Stress in Groups of Peacekeepers. SSRN Electronic Journal, 2002, , .	0.4	0
116	The Role of Group Values in the Relationship Between Group Faultlines and Performance. SSRN Electronic Journal, 2003, , .	0.4	0
117	National Diversity and Conflict in Multinational Workgroups: The Moderating Effect of Nationalism. SSRN Electronic Journal, 2006, , .	0.4	0
118	The Bigger They are, the Harder They Fall: Linking Team Power to Conflict, Congruence and Collective Decision-Making Performance. SSRN Electronic Journal, 0, , .	0.4	0
119	Asymmetry in Dual Career and Commuting Couples. SSRN Electronic Journal, 2010, , .	0.4	0
120	Chapter 9 Negotiating within Groups: A Psychophysiological Approach. Research on Managing Groups and Teams, 2011, , 207-238.	0.6	0
121	Internal Identity Asymmetry and the Perception of Conflict. SSRN Electronic Journal, 2012, , .	0.4	0
122	Leading across factional faultlines and conflict spirals in IJV management. Proceedings - Academy of Management, 2021, 2021, 13157.	0.1	0
123	Persistence and Visibility of Group Faultlines: A Theoretical Model of the Effect of Group Culture and Team Identity on the Group Faultlines-Organizational Conflict Link. SSRN Electronic Journal, 0, , .	0.4	0
124	Commitment of Minorities in Organizations: Effects of Leadership and Pressure to Conform. SSRN Electronic Journal, 0, , .	0.4	0
125	Conflict Contagion: A Temporal, Multi-Level Perspective on the Spread of Interpersonal Conflicts within Teams. SSRN Electronic Journal, 0, , .	0.4	0
126	Believing is Seeing? How Diversity Beliefs Shape the Perception of Diversity in Groups. SSRN Electronic Journal, 0, , .	0.4	0