

# Employees Of Different Levels Of Hierarchy And Their Role And Contribution Towards Team Effectiveness In A Service Sector Organization

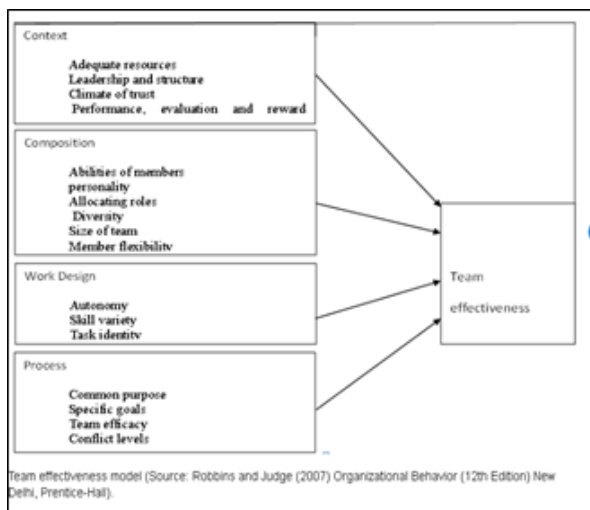
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**Abstract :** Human resources are backbone for every organization. Employees play a major role in every instance and contribute their services in meeting the objectives of the organization. Every department is equally important and somehow the division of work flow is segregated for the work-flow to be smooth and derive better results, which can be only possible through effective communication, leadership and mostly teams. Every organization faces challenges in managing teams and forming effective teams but essential factors which influence the teams are usually neglected. The main objective of this research is to check the role of employees and their contribution towards their teams from different departments and their level of positive or negative impact and identify the challenging areas in the current organization. The current organization constitutes of 150 employees covering from Jr. officers to General Managers with their years of experience, gender, age and education. Results are derived using Regression to study the impact, SPSS 23 and AMOS/SEM techniques. Analysis showed that all the four variables namely – Interpersonal relationships, Job motivation and commitment, Team cohesiveness and upgrading skills and talents showed statically significant results where Interpersonal relationships and team cohesiveness resulted significantly high impact on Team effectiveness rather than latter variables.

**Keywords:** Employees, teams, Team work, Team effectiveness, Role

## 1 INTRODUCTION

Teams are life-lines to every organization. People Robbins & Judge, (2007) suggested a model stating that there are multiple factors which influence teams like – Resources, leadership, structure, size, trust, work environment, performance, recognition and rewards, role clarity, responsibility, cohesiveness, flexibility, skills variety, autonomy, Individual goals, team goals, Organization goals and lastly levels of Conflict all these definitely play a vital role.2 (See Picture – 1)



The considering key factors and focused areas in our study are interpersonal relationships, motivation and commitment, team cohesiveness, levels of upgrading knowledge and talents which is essential for the team and team members to outstand and perform with desired results. communicate and contribute towards the shared goals collectively to achieve organizations objectives. Though teams are the combination of individual as well as departmental goals they ultimate goal is to contribute and work towards organization's success. Effective teams are driving benefits to the organizations, but they cannot be achieved easily. As researchers rightly defined about team and its specifies purposes clearly which is still aptly defined and related to recent years as "a complex entity consisting of two or more individuals who interact socially, adaptively who have shared common goals holding meaningful task interdependencies where it is hierarchically structured with limited life spans, where roles, expertise are distributed and embedded with an organizational/environmental context that is influences and is influenced by ongoing processes and performance outcomes. Salas, et al (1992)<sup>1</sup>

## 2 LITERATURE REVIEW

JANZ, et al (1997) conducted a study dealing with measuring the design, process, and contextual factors on 231 knowledge workers from 27 work teams through surveys. Multiple stakeholder evaluations and attitudinal outcomes are derived through self-report measures. The relationship was positive between process behaviours (helping, sharing, and innovating) related to effectiveness. Contextual factors (high quality goals and effective information transmission) are the areas resulted more positive in their presence and others like (feedback and time pressure) being less positive which needs future research on these focused areas. Hartenian, (2003) researched upon the team concepts to study the correlations between team training, team experience, mentoring, participation in team sports, and collectivism /individualism orientations with team knowledge, skills, and abilities (KSAs) in problem solving, communication, conflict

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resolution, goal setting and planning. Results showed up positive with teams who had mentors were high on all team KSA's and those who had longer association with the large organizations showed up with strong team skills. Team skills reported higher conflict resolution, goal setting, and planning skills with the training in conflict resolution. These findings generate future scope for study on managers. Stashevsky & Koslowsky, (2006) conducted a study to examine knowledge level, and team cohesiveness and leadership styles (transactional versus transformational) as antecedents of team performance on 252 participant MBA students were involved in a computerized business simulation course which required forming teams of about six members where each team represented the management of one firm that competed with the other groups. Results showed up that knowledge level and team cohesiveness predict team performance, particularly among men and with leadership styles - Transformational leadership was associated with a higher level of team cohesiveness, as compared to transactional leadership. Future implications on the areas related to team knowledge performance. Cohesiveness and other factors of the team have to be researched upon on actual teams, workers, managers and organizations. Mathieu, et al, (2008) conducted a review study to understand the nature of work teams in context and note the substantive differences underlying different types of teams. In the next level they researched upon the representative studies in the context of an enhanced input-process-outcome framework that has evolved into an inputs-mediators-outcome time-sensitive approach that have appeared in the past decade. Future implication of the research is to be done on the complexity that surrounds modern team-based organizational designs. Salas et al, (2015) conducted a study on reviews to identify the considering factors selecting, developing, and maintaining teams and to diagnose team-based problems by providing a clear focus on relevant aspects of teamwork through future research regarding both teamwork towards finding practical and possible solutions to nine key considering areas. Lvina et al, (2018) conducted a study on reviews as well as 189 student project teams as well as 28 business work teams to analyse team effectiveness with the role of political skill contributing to theoretical framework for team political skill composition and test a model whereby task and social cohesion mediate the relationship between team political skill and team performance. Political skills are directly related to subjective and objective team performance. Best predictor for team emergent states and Outcomes was delivered through skill strength Std. deviation and group interaction mean where student teams political skills were related with objective team performance via social and task cohesion whereas work teams were dealt with only task cohesions. Further implications relate to research in investigating the individual political skills influencing team dynamics outcomes with relation to recruitment, training, development, and team building. Hwang, (2018) research upon how team work is an effective contributor towards team performance basing on five dimensions - interacting with teammates, keeping the team on track, expecting quality, and having relevant knowledge, skills, and abilities (KSA). Net income was the measure for team performance. All 62 team mates showed statistical significance towards all the factors contributing to

team performance. Participants also shared their satisfaction levels they had with their teams. Low significant levels are shown up in keeping the team on track and net income which states with evidence that good teamwork will likely result in higher team performance and satisfaction. Lacerenza, et al (2018) researched upon develop the interventions related to team effectiveness where TDIs can be adopted effectively, with a review analysis on four types of evidence-based TDIs including team training, leadership training, team building, and team debriefing. Future implications can be done in the areas studying the impact of team dynamics in relation to above TDI's increasing team effectiveness. Stone, (2019) carried his research work on examining the input, output model on team effectiveness developed a 37-item profile of team effectiveness was developed based on the research question: What are the IPO characteristics of team effectiveness? Basing on the sample of students, faculty, staff, and alumni of a leadership program at a private institution where their experiences are taken from personal and work fronts. Two hypotheses were formed stating that effectiveness of the team scores will differ on the grounds of (i) with ineffective teams on IPO measures where the evidence is supported with the exception of team characteristics (ii) supervisor and non-supervisors on IPO measures where IPO characteristics by supervisory role from effective teams were not supported by the evidence. As the findings talk about the effective teams consisting of integrated leadership with a high level of inclusivity and engagement. Therefore, major focus on studying of Effective teams is necessary as it consists of team developed norms with high relational coordination, decision making, and cohesion characteristics as it plays a vital role impacting effectiveness resulting high productivity, performance, satisfaction, and innovative outcomes

### 3 NEED FOR STUDY

The team effectiveness enables the need for individuals to successfully combine their knowledge, efforts and skills to yield team performance and effectiveness. There are many factors which is influencing the team effectiveness like team efficacy, team competencies, team design, team training that shape team process and enhance team performance. In our study through the review literature we have come across there is no research related to team effectiveness in the private organizations in India. The main purpose of the study is to find out some of the important factors influencing the team effectiveness in the organization.

### 4 OBJECTIVES FOR THE STUDY

- To study the demographic profiles of employees in the current service sector organization.
- To find the relationships with all the four variables – Interpersonal relationships, job motivation and commitment, team cohesiveness and upgrading skills and talents in teams present in organization.
- To find the high and low impacting factors contributing to Team effectiveness.

### 5 HYPOTHESES OF THE STUDY

H1: There is a significant impact of Interpersonal relationships on Team effectiveness.

H2: There is a significant impact of Job motivation and commitment on Team effectiveness.

H3: There is a significant impact of Team Cohesiveness on Team effectiveness.

H4: There is a significant impact of upgrading skills and talents on Team effectiveness.

## 6 METHODOLOGY OF THE STUDY

The current research was totally based on primary data and the information was collected by selecting the respondents from private organization which consists of total sample of 150 out of 160 respondents. This is the study where the team effectiveness is based on Likert 5-point rating scale was distributed among the sample. The stratified random sampling technique is used for choosing the respondents. The SPSS 23.0 was used to analyze the data. The demographic analysis, descriptive analysis, factor analysis, correlations and linear regression was done to analyze the impact of the variables like Interpersonal relationships, Job motivation and commitment, Team Cohesiveness, upgrading skills and talents (IV's) on Team effectiveness (DV).

## 7 ANALYSIS

**Table 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

		Frequency	Percent
Gender	Male	91	60.7
	Female	59	39.3
Age	20-30	121	80.7
	30-40	23	15.3
	40-50	6	4
Education	Graduate	107	71.3
	Master Degree	43	28.7
Designation	Assistant Engineer	56	37.3
	Engineer	50	33.3
	Deputy Manager	6	4
	Manager	10	6.7
	Senior Manager	7	4.7
	Chief Manager	11	7.3
	Deputy General Manager	4	2.7
	Additional General Manager	6	RESPONDENT S 4
Experience	0-5 year	108	72
	5-10 year	42	28

**Interpretation:** Table no. 1 The above table indicates the demographic profile of the respondents, the male respondents are 91 whereas female are 59 showing the percentage of male respondents were more as compared to female respondents. The age group of 20-30 there were only 121 respondents, similarly in the age group of 30-40, there were only 23 respondents and 40-50 age group only 6 were the respondents. We can find that there were more

respondents in the age group of 20- 30 years. The majority of the respondents were graduate were 107 and the master degree were only 43. The range of years of experience 0-5 consisted of 108 respondents, whereas 5-10 years of experience consisted of 42 respondents. We can find from the above table that 5-10 years' experience had the highest number of respondents. We have considered some of the main designations from their organizational structure, here the respondents from assistant engineer are 56, engineer are 50 respondents, Deputy manager cadre consisted of 6 respondents, Manager with 10 respondent, senior Manager with 7 respondents, whereas chief manager with 11, deputy general manager were 4 and additional general manager were 6 respondents .

**Table 1.1 Descriptive Analyses of Team Effectiveness Variables**

*Descriptive Statistics*

	N	Mean	Std. Deviation
Interpersonal Relationships	150	13.61	2.731
Motivation and Commitment:	150	14.25	1.824
Team Cohesiveness:	150	16.51	1.846
Upgrading Knowledge and Talents:	150	17.14	2.394
Team Effectiveness	150	105.87	9.156
Valid N (list wise)	150		

Interpretation: Table no. 1.1 indicates that descriptive statistics of the demographic profile of the respondents and the dimensions of team effectiveness. The Interpersonal Relationships is having mean value 13.61 .The Motivation and Commitment with mean value 14.25 , Team Cohesiveness with the mean value 16.51 , Upgrading Knowledge and Talents with mean value 17.14 and Team effectiveness wit 105.87 .This data indicates that respondent updating knowledge and talent help in creating more team effectiveness which help to achieve the objectives of the organization.

**Table1.3: Reliability analysis of Team Effectiveness**

*Reliability Statistics*

Cronbach's Alpha	N of Items
.881	23

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.801
Approx. Chi-Square	1272.735
Bartlett's Test of Sphericity df	253
Sig.	.000

**Interpretation:** Table no. 1.3 - The above table shows the factor loading communalities of each statement affecting the team effectiveness in the organization. As we see the statement "Colleagues support and cooperate with you in all activities" with the factor loading 0. 805 which are the highest and signify effective team work in the organization and employee's coordination and effective decision making. "Motivated to perform your jobs well" which is second highest with factor loading 0.797 which results with

encouraging employees to be cooperative, proactive, motivated, enthusiastic in contributing towards the job they are accomplishment. "Colleagues creative in their work "with factor loading 0.772 which is third highest factor loading among all the other factors signifying that employee are talented and having skill in the job and they are also creative in their job. "Team work makes your job or work easy ", with factor loading 0.537 have the lowest factor loading which signifies that respondents feel that team work not always make the job easy there are also other factor to be seen for the team effectiveness.

Communalities

	Initial	Extraction
Believe in team effort	1.000	.652
Receive regular updates	1.000	.602
proper communication process	1.000	.667
team members are highly committed towards the goals	1.000	.656
Plans for the next few months clear and easy to understand	1.000	.658
Guidelines established to co-ordinate activities among groups	1.000	.743
Motivated to perform your jobs well	1.000	.797
Expectations of the individual are well met	1.000	.596
Organization provide growth opportunities	1.000	.606
Team celebrates its success	1.000	.727
Receive rewards for work quality and meeting deadlines	1.000	.676
Receive positive feedback and constructive criticism from my team	1.000	.547
Colleagues support and cooperate with you in all activities	1.000	.805
Team members comes out of different ideas to solve problem	1.000	.663
Conflict solved within the team	1.000	.603
<b>Team work makes your job or work easy</b>	<b>1.000</b>	<b>.537</b>
Environment which allows you to do your best	1.000	.541
Spend time productively when you are working as a team	1.000	.618
Feel you are working as per your skills	1.000	.629
Able to exhibit your talents in your team	1.000	.677
Colleagues creative in their work	1.000	.772

Training program conducted by the organization sufficient	1.000	.677
Feel like working as a team	1.000	.577

Extraction Method: Principal Component Analysis.

Table 1.4 Correlation Tables

Correlations						
		Interpersonal Relationships:	Motivation and Commitment:	Team Cohesiveness:	Upgrading Knowledge and Talents:	Team Effectiveness
Interpersonal Relationships	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Motivation and Commitment	Pearson Correlation	.212**	1			
	Sig. (2-tailed)	0.009				
	N	150	150			
Team Cohesiveness	Pearson Correlation	0.143	.244**	1		
	Sig. (2-tailed)	0.081	0.003			
	N	150	150	150		
Upgrading Knowledge and Talents	Pearson Correlation	-0.065	-.202*	.326*	1	
	Sig. (2-tailed)	0.433	0.013	0		
	N	150	150	150	150	150
Team Effectiveness	Pearson Correlation	.722**	.570**	.671*	.274**	1
	Sig. (2-tailed)	0	0	0	0.001	
	N	150	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Interpretation:** Pearson correlation coefficient test is utilized to investigate the correlation between the variables of team effectiveness and team effectiveness. The results are displayed in Table 1.4. As shown, the correlation coefficient between the Interpersonal Relationships and



Team Effectiveness R value is 0.722 and p value is 0.00 which means the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the Motivation and Commitment and Team Effectiveness R value is 0.570 and p value is 0.00 the second hypothesis of existed correlation can be accepted with confidence of 95%. Team Cohesiveness and Team Effectiveness R value is 0.671 and p value is 0.00, and Upgrading Knowledge and Talents Team Effectiveness R value is 0.274 and p value is 0.00, since the p value of the four variables is p value is 0.000 the hypothesis of existed correlation can be accepted with confidence of 95%.

**Table 1.5: Regression Analysis for Interpersonal Relationships and Team Effectiveness**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.722a	0.521	0.518	6.358		
a. Predictors: (Constant), Interpersonal Relationships:						
ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6508.104	1	6508.104	161.003	.000a
	Residual	5982.489	148	40.422		
	Total	12490.59	149			
a. Predictors: (Constant), Interpersonal Relationships:						
b. Dependent Variable: Team Effectiveness						
Coefficients(a)						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	72.933	2.647		27.549	.000
	Interpersonal Relationships:	2.42	0.191	0.722	12.689	.000
a. Dependent Variable: Team Effectiveness						

**Interpretation** - This table 1.5 provides the R and R2 values. The R value represents the simple correlation and is 0.722, which indicates a high degree of correlation. The R2 value indicates how much of the total variation in the dependent variable, interpersonal relationship, can be explained by the independent variable, interpersonal relationship is 52.1 per cent of variation. The ANOVA table, which reports how well the regression equation predicts the dependent variable: This table indicates that the regression model predicts the dependent variable significantly well as  $p < 0.0005$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. The Coefficients table provides us with the necessary information to predict team effectiveness from Interpersonal Relationships, as well as determine whether Interpersonal Relationships contributes statistically significantly to the model. The values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

Team Effectiveness = 72.933 + 2.42 (Interpersonal Relationships)

**Table 1.6: Regression Analysis for Motivation and Commitment and Team Effectiveness**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.570a	0.325	0.321	7.545		
a. Predictors: (Constant), Motivation and Commitment						
ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4064.567	1	4064.567	71.393	.000a
	Residual	8426.027	148	56.933		
	Total	12490.59	149			
a. Predictors: (Constant), Motivation and Commitment:						
b. Dependent Variable: Team Effectiveness						
Coefficients(a)						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	65.085	4.866		13.374	.000
	Motivation and Commitment	2.863	0.339	0.57	8.449	.000
a. Dependent Variable: Team Effectiveness						

**Interpretation** - This table 1.6 provides the R and R2 values. The R value represents the simple correlation and is 0.570, which indicates a high degree of correlation. The R2 value indicates how much of the total variation in the dependent variable, motivation and commitment, can be explained by the independent variable, motivation and commitment is 32.5 per cent of variation. The ANOVA table, which reports how well the regression equation predicts the dependent variable: This table indicates that the regression model predicts the dependent variable significantly well as  $p < 0.0005$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. The Coefficients table provides us with the necessary information to predict team effectiveness from Motivation and commitment, as well as determine whether Motivation and commitment contributes statistically significantly to the model. The values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

Team Effectiveness = 65.085 + 2.863 (Motivation and commitments)

**Table 1.7: Regression Analysis Team Cohesiveness and Team Effectiveness**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.671a	0.45	0.446	6.814		
a. Predictors: (Constant), Team Cohesiveness						
ANOVA(b)						
Model		Sum of	df	Mean	F	Sig

del		Squares		Square		.
1	Regression	5618.714	1	5618.714	121.011	.000a
	Residual	6871.879	148	46.432		
	Total	12490.59	149			
a. Predictors: (Constant), Team Cohesiveness:						
b. Dependent Variable: Team Effectiveness						
Coefficients(a)						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	50.949	5.024		10.142	0
	Team Cohesiveness:	3.327	0.302	0.671	11	0
a. Dependent Variable: Team Effectiveness						

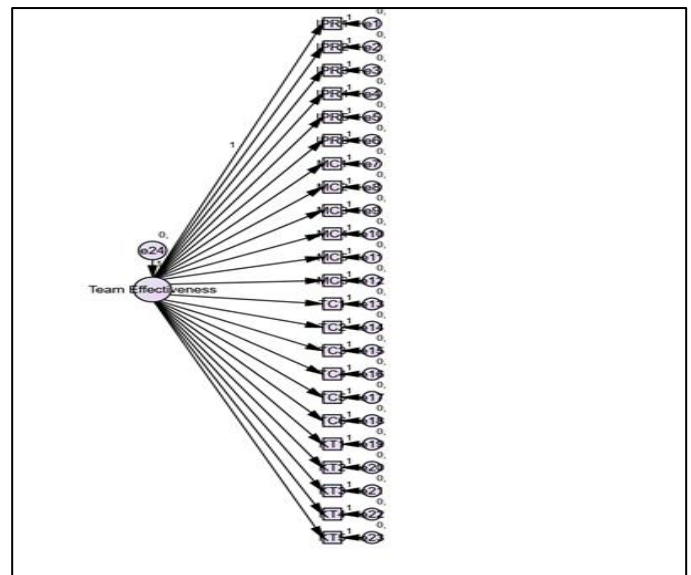
**Interpretation** - This table 9 provides the R and R2 values. The R value represents the simple correlation and is 0.671, which indicates a high degree of correlation. The R2 value indicates how much of the total variation in the dependent variable, Team Cohesiveness, can be explained by the independent variable, Team Cohesiveness is 0.45 per cent of variation. The ANOVA table, which reports how well the regression equation predicts the dependent variable: This table indicates that the regression model predicts the dependent variable significantly well as  $p < 0.0005$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. The Coefficients table provides us with the necessary information to predict team effectiveness from Team cohesiveness, as well as determine whether Team Cohesiveness contributes statistically significantly to the model. The values in the "B" column under the "Unstandardized Coefficients" column, as shown below:  
 Team Effectiveness = 50.949 + 3.327 (Team Cohesiveness)

**Table 1.8: Regression Analysis Upgrading Knowledge and Talents and Team Effectiveness**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.274a	0.075	0.069	8.835		
a. Predictors: (Constant), Upgrading Knowledge and Talents						
ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	937.19	1	937.19	12.005	.011a
	Residual	11553.4	148	78.064		
	Total	12490.59	149			
a. Predictors: (Constant), Upgrading Knowledge and Talents						
b. Dependent Variable: Team Effectiveness						
Coefficients(a)						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.

1	(Constant)	87.919	5.232		16.804	0
	Upgrading Knowledge and Talents:	1.048	0.302	0.274	3.465	0.001
a. Dependent Variable: Team Effectiveness						

**Interpretation** - This table 9 provides the R and R2 values. The R value represents the simple correlation and is 0.274, which indicates a low degree of correlation. The R2 value indicates how much of the total variation in the dependent variable, Upgrading Knowledge and Talents, can be explained by the independent variable, Upgrading Knowledge and Talents is 0.075 per cent of variation. The ANOVA table, which reports how well the regression equation predicts the dependent variable: This table indicates that the regression model predicts the dependent variable significantly well as  $p < 0.0005$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. The Coefficients table provides us with the necessary information to predict team effectiveness from Upgrading Knowledge and Talents, as well as determine whether Upgrading Knowledge and Talents contributes statistically significantly to the model. The values in the "B" column under the "Unstandardized Coefficients" column, as shown below:  
 Team Effectiveness = 87.919 + 1.048 (Upgrading Knowledge and Talents)



**Picture 2 – Structural Diagram of Team Effectiveness**

**8 FINDINGS & CONCLUSION**

As per the hypothesis - all the four statement variables H1, H2, H3 and H4 are having significant impact on Team Effectiveness where H1 – Interpersonal Relationships and H3- Team Cohesiveness are having High levels of significance than H2 and H4 respectively. Team effectiveness plays a prominent role in every organization. Cohesion of the team occurs when a team remains cohesive when working towards a common goal. Being a

cohesive team ensures that group goals are not only achieved, but everyone feels that they have contributed to the group's overall success. Individuals in a cohesive team tend to focus more on the whole community than on their individual selves and are more motivated to work towards the objective of the team. The research indicates that team brotherly love is vital and is undoubtedly linked to performance, when the temporal nature of teams is covered in theoretical models. Researchers must focus on generating dependable and valid measures of group brotherly love that seize the characteristics of this critical construct. This will yield richer findings and contribute to the research on groups and organizational performance. Interpersonal courting is a crucial element in every enterprise. Employees are valuable belongings of a business. Every business enterprise desires to improve its efficiency with the intention to continue to exist and compete. Hence groups try to hold the work pressure and to get the nice out of them in that process. Interpersonal relationships in an employer are very critical for the job as well as career fulfilment of character employees. However, additionally they require a whole lot of efforts on the part of the employees to nurture and preserve them.

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