Journal of Engineering and Applied Sciences 12 (8): 2229-2237, 2017
ISSN: 1816-949X

Impact of Teamwork Effectiveness on Organizational Performance Vis-a-Vis Role of Organizational Support and Team Leader's Readiness: A Study of Saudi Arabian Government Departments Work Teams

Hamada Fawzy Thabet Abuzid and Muzaffar Abbas
Department of Business Administration, Community College,
Prince Sattam Bin Abdulaziz University, Alkharj, Saudi Arabia

Abstract: The study aims to measure the components of effective teamwork and their impact on organizational performance in the presence of mediated role of organizational support and team leader readiness in public service institutions in the Kingdom of Saudi Arabia. The population of the study represents all the employees in the government sector but the sample includes the government employees working in municipalities, education and health departments of Riyadh region. A total of (68) research teams which consisted of 385 members and 68 Team Leaders were found existed and out of these, 285 team members were found relevant to participate in the study. Response rate was 96% as 52 teams which had 292 members and 52 team leaders provided valid responses. Data processing was done statistically by applying descriptive methods and validity of model was tested through Confirmatory Factor Analysis (CFA) as well as Structural Equation Model (SEM). The findings of the study included a direct positive significance of the components of teamwork and their impact on organizational performance and also a positive relationship with organizational support and team leader's readiness in making teams effective and eventually improving the organizational performance.

Key words: Teams, teamwork, effectiveness organizational performance, team leader, Saudi Arabia

INTRODUCTION

Growing competition locally and globally has forced the organizations to adopt corporate restructuring and sometimes even resort to employee reduction with a view to restore and maintain their capabilities of remaining effective and innovative. Teamwork is the essential part of devising new roles of effectiveness in order to achieving desired objectives. This feature is common in industrial and service organizations. Now a days organizations are becoming more intelligent and smart to modifying into team-oriented organizations due to complexity of tasks and roles interdependence. Many organizations tend to rely on business units that altogether depend on teamwork to achieve their desired ends. Organizations put the functional individuals in teams and expect achievement of both functional and team objectives from them. This duality of individual roles has contradiction of building effective teamwork. How are individual able to manage their functional activities while working in team? Organizations are supposed to search new roles to be undertaken to inculcate the teamwork culture to achieve their goals more efficiently and effectively.

Likewise, the nature of research of governmental institutions has changed due to social networking and increasing use of modern technology. The resultant transformation process has though enhanced transparency in the delivery of service but still the efficacy of the services is subject to comparison and competition when evaluated globally. Societal transformations has become more rapid and masses are more informed politically and socially due to advanced technology and its penetration in day to day activities. In such scenario, the challenge for governmental institutions is to evolve necessary skills and knowledge among its employees to enable them to survive and continue under complex environmental conditions. Governmental institutions adopt diverse channels, in presence of functional performance, of forming teams such as standing committees, self-directed work teams and quality circles to ensure results. This type of working tendencies is not out of subject in Saudi Arabian government research environment but the efficacy of research teams has always been under debate and at times it is felt compromised. The obvious issues that hinder the objectivity and performance of teams might be the lack of motivation, absence of proper skills

Corresponding Author: Hamada Fawzy Thabet Abuzid, Department of Business Administration, Community College, Prince Sattam Bin Abdulaziz University, Alkharj, Saudi Arabia

organizational and personal conflicts, lack of responsibility, absence of will to achieve challenging task and absenteeism (Schaeffner *et al*., 2015; Meuse *et al*., 2009; Kirkman *et al*., 2001). In fact, in spite of adopting various performance improvement measures in services delivery, the customers can still drastically draw a difference in efficiency and effectiveness of the quality of services between government and private sector institutions. The governmental institutions depend on entire teams to accomplish their work rather than individual employees. Hence, for the current study, the research problem can be formulated as to identify the causes of "low efficiency and effectiveness of teamwork in Saudi governmental services institutions". This research problem can further be investigated in the form of following research questions:

- To what extent the components of effective teamwork exist in government service institutions of Saudi Arabia?
- What is the role and performance of work teams in the government service institutions of Saudi Arabia?
- What is the impact of teamwork in improving the performance of governmental institutions of Saudi Arabia?
- What is the role of the organizational support and team leader readiness in achieving teamwork effectiveness and improving organizational performance?

Research gap and methodology: Practically this study is an effort to identify the components to building effective research teams vis-a-vis evaluating the role of organizational support and team leader's readiness in governmental institutions in order to improve organizational performance. It is believed that the recommendations of this study will surely help governmental institutions to adopt a culture of teamwork and its institutionalization. Academically, past research has failed to focus on Arabic research environment which has a totally different culture, norms, values and habits towards research as compared to the other parts of the world. A research gap therefore exists to carry out this study and its findings will enrich the quality and quantity of the literature available for similar studies in Arabic culture generally and Saudi Arabian culture specifically. We have applied a descriptive approach based on building blocks of the previous studies in order to explore new sets of recommendations for the future directions of the similar research.

Theoretical framework of the study

Teams concept: Teams and their roles are reality in today's organization. Invariably, these are named as a task force, standing committee, adhoc committee, inspection team or quality control circle. Their formation has a lot of variations and considerations but their success depends on level of integration and cohesiveness of the team members with the organization's mission and objectives. This relationship is also directly influenced by the roles of the team members, involvement of the team leader, extents of organizational support, internal communication and external networking of the members (Brown and Trevino, 2006). Several definitions of research teams are in place such as "a group of workers having integrated skills research together to achieve a common goal in a regulatory framework" or "a group of employees linked through a common goal to achieve it with mutual cooperation and integrated research".

Effective teamwork models: In 60's, McGrath (1964) provided a model to evaluate work teams effectiveness based on Input-Process-Output (IPO). This framework emphasized upon the individual actions at input stage such as teamwork, knowledge, ideas sharing, process stage depicted the handling and execution of tasks and finally, the output stage of the model stressed upon the level of performances and its impact on the team satisfaction and their continuity in future. Rubin, Plovnick and Fry developed a pyramid type model to measure the effectiveness of research teams which depicted various stages such as goal, role, execution and mutual relation. Each of these stages was further divided into sub factors such as clarity of purpose, agreement on standards, priorities, roles understanding, responsibilities, decision-making, conflict resolution, confidence and flexibility. Katzenbach and Smith (1993) model focused on the basics of the team and identified three cores of the teams such as results of teamwork, personal growth and level of performance and defined these items aa; accountability, skills and commitment. They earmarked six questions to be settled related to team and team members in order to identify team effectiveness such as size appropriateness of team, availability and sufficiency of skill set, clarity and comprehension of purpose, specificity and measurability of goals, cohesiveness in team members and the sense of mutual accountability. LaFasto and Larson (2001) carried out a comprehensive study of 6000 teams and leaders across multiple organizations and developed a model which had five core elements such as the members of the team, the working relationships, problem solving approach, team leadership and the

research environment. This study adopted behavioral approach to evaluate team member's overall effectiveness and identifies desired behavior of the members and the team leader. Hackman identified five success factors to be persistent in effective teams. These factors he named as the team (members, task clarity, ability, decision making, consistency and continuity) organizational support (rewards, performance appreciations, information, collaboration) organization structure (clarity of reporting), right direction (clarity of roles and goals), team leader (ability to lead, decision making). In contrast Lencioni (2002) exhibited that the lack of confidence, fear of conflict, lack of commitment, avoiding accountability or omissions of results could disrupt functions of a group. The Korn/Ferry (T7) model was tested on 3328 members of 303 teams working in 50 organizations from industrial, healthcare, communication and finance sectors and earmarked seven factors of effectiveness of the research teams out of which five factors (motivation, confidence, talent, skills and task performance) were internal and two factor (support of the organization and the capabilities of the team leader) were external. Meuse (2009) comparatively investigated a number of model and highlighted that T-7 model was the best.

Components of teamwork effectiveness

The motive: This is the desire of the team members to bring all the members together in a conscious matters. This force is essential to keep everybody intact and keep moving so that the members can be able to push each other for better results of the organization. The motive indeed is an internal or sometimes it is referred as the intrinsic movement of the individuals for achieving challenging tasks. This force inculcates the spirit in the individuals to keep them aligned and rightly directed to achieve team goals and objectives and organizational goals and objectives.

Trust: There are many definitions of the word trust in the organization settings, indeed this is the exhibition of mutual understanding of the team members for sharing of information and accepting the limitations of other team members as well. Level of trust can be increased or decreased with the conduct of one member in the team. Highest level of internal communication by the members and adapting to the predefined well known and established channels of communication increase trust on each other.

Personal skills of members: Team formation requires to evolve members into the team who have necessary skill set to perform in the team in best manner to achieve team goals and objectives. The composition of the teams are there to solve specific problems which the organizations, through normal channels are unable to resolve. Personal characteristics of the individuals such as one's decision making, resolving conflicts, readiness to do research, play a vital role in the success of the teamwork. The members also expect to have best environment in the team so that everybody is working with free mind and without any suppression.

Mission skills: Mission skills and competencies include such working habits which are essential to perform in a team environment. The team member's skills complement each other in such a way that the research is completed within stipulated time and within the specified budget. If the skills of the team members are unable to complement each other's research, then job completion will be directly affected. The team members are supposed to be taking care of the new problems and the issues which come across with the team and each member is ready to head on to resolving those. The team members must be capable of showing flexibility and designing new methods of solving the new problems. Likewise, the team members are to be willing and ready for learning new skills to be effective individually in the team. The team leader has to ensure that everybody in the team is applying all skills to the utmost level.

Readiness of the team leader: Team leader has the key role in the team who has to prepare the team in such a way that everybody is able to get clear instructions to perform with responsibility. The team member must be capable of applying the capacities and skills of each team member so as everyone should be involved distinctively in performing team work. Leader's confidence in the team members and exploiting their capacities are the key elements of success. Team leader capacity to be ready to take on new tasks, challenges and to be preparing the individuals to be performing tasks within the specified framework is the real challenge for the team leader. More specifically the readiness of the team leader can be exhibited as under:

- Defining clear roles for the team members
- Understanding the wishes of the team members
- Preparing the team members to learn new skills
- Creating competitiveness within the team members
- Resolving personal conflicts as well as organizational conflicts
- Ability to identify functional improvement areas in the team
- Developing confidence within the team members
- Ability to manage relations in team members
- Capacity to evaluate individual and collective performance rationally

Organizational support: In absence of organizational support, teams may not be able to succeed. Organizational supports does not limit to formation of team and designating leaders rather, it demands to made available necessary technical, financial, administrative as well as advisory supports. Teams expect to use these organizational resources which may be present in multiple department's control. Likewise, achievement expectations such as rewards and promotion aspects for the team members must be made clearly available to the team members individually and collectively. Most important aspect for the reward system is to be motivational to each and every person in the team so as everybody is ready and willing to perform challenging and complex task in the organization. Clarity of mission and objectives if properly taken care of for the team members can lead to success of the team research. Following are the many forms of organizational support:

- Providing a clear organization structure and defining roles for the team
- Granting necessary administrative and financial authority
- Ensuring communication and coordination facilitation
- Providing rules and regulations for team

Literature review: Bunderson and Sutcliffe (2003) carried out a study on 45 business units to measure performance of the teams in the light of information sharing and job diversity and found that job diversity negatively affected performance contrary to information sharing which affected positively. Austin (2003) carried out a research on 27 teams working in sales of sports goods and confirmed a positive association of team's performance evaluation with organizational goals achievement. Kirkman *et al.* (2001) measured the efficiency of 40 geographically dispersed teams designated to delivery of service and found a positive relationship with efficiency and performance when the team members had high level of trust, technological support and necessary training. Ellis *et al.* (2003) identified that training sufficiently improved skills, competence and knowledge of the team members as well as explicitly improved their output when their roles and responsibilities were clearly defined.

Langfred concentrated on 89 industrial teams to determining the level of the performance of the teams at the individual and team levels and his results confirmed the existence of a relationship between the level of individual performance and group performance. Self-management skill in this study proved effective. Mendibil and Mabryde applied a case study approach to determine the influencing factors in teams performance and identified five most critical factors for team success such as the maturity of the team, systems of incentives and rewards, system of administration, clarity of objectives and mission and members cohesiveness. Mathieu made an effort to measure team performance and customer satisfaction through a model on which team empowerment was applied as a mediator and confirmed that empowerment in team members improved team performance which eventually improved customer satisfaction.

Gibson and Gibbs (2006) involved a research on 56 design teams from aviation industry to measure the relationship between the research team capabilities and their ability to innovate and found a negative correlation between team formation elements and innovation. Carson *et al.* (2007) measured the relationship between the participatory leadership of team members and performance of teams and found a positive relationship between the two. Similarly, Hon (2008) conducted a study to understand the relationship between staff motivation by providing creative research assignments and their level of performance both at individual level as well as at group level and reached to the conclusion that creative requirements of the task of research teams has had a positive impact on the performance of the teams.

Yoon *et al.* (2010) studied the impact of supportive organizational learning culture on creativity of research teams and found a positive significance that supportive organizational culture for learning improved creativity. Chi *et al.* (2011) investigated to see the impact of transformational leadership behavior on team performance and concluded that positive transformation of the leader to the subjects not only enhanced performance of the team but indirectly lead to improve the functioning of the team. Cogliser *et al.* (2012) investigated the relationship between leadership dimensions such as trust and contribution with the performance of team members and identified a positive significance of the leadership dimensions with the performance of the teams. Poel *et al.* (2014) studied the extent of leadership effectiveness in project work teams with regard to organizational tenure diversity and concluded that transformational leadership was linked to the existence of the organizational commitment, creative behavior and job satisfaction but only in those project work teams which had organizational diversity. Whereas, participative leadership did not have any impact on the team creativity or team performance or the team conflict in the presence of organizational tenure diversity. Schaeffner investigated collective team identification and team member alignment and applied the study on 102 teams that included 373 members in 63 German organization

operating in diverse sectors. They found that the moderating role of collective team identification was dependent on the level of task conflict.

Research hypotheses: This research focuses to test the following hypotheses:

- H_1: There is statistically a significant positive effect of the elements of effective team (motives, trust, team skills and mission skills) and team performance

Sub-hypotheses:

- $H_{1/1}$: Team motives positively impact on the level of performance
- $H_{1/2}$: Trust among the team members have positive impact on the level of performance
- $H_{1/3}$: Availability of personal skills positively influence the level of performance
- $H_{1/4}$: Availability of mission skills in members influence positively on performance
- H_2: There is a positive significance for mediated variables (organizational support, readiness of the team leader) on effective research team elements and team performance

Sub-hypotheses:

- $H_{2/1}$: Organizational support mediates the positive relationship between effective research team's elements and team performance
- $H_{2/2}$: Team leader readiness mediates the positive relationship between effective research team's elements and team performance

MATERIALS AND METHODS

Ther research model: In view of the research hypotheses, we have used the following model in this study which have independent variables (motives, trust, members skills, mission skills), mediating variables (team leader readiness and organizational supports) and dependents variable (level of performance) (Fig. 1).

Population and sample: The statistical population of this research has all the employees working in teams in all government services institutions in the Kingdom of Saudi Arabia. The sample has been selected from the government departments (Local Government departments, Educational Institutions and Health Departments) working in AlKharj province of the central region Riyadh. We have identified 68 team leaders having 385 team members in the teams to collect data on evaluation, it was revealed that

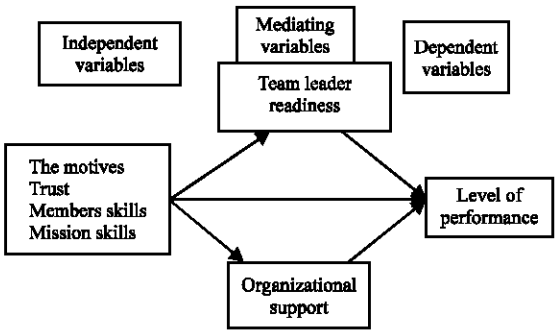

Fig. 1: The research model

only 285 team members from 52 teams were current and relevant and these formed the part of research. Out of a total 52 teams in these departments, we delivered questionnaires to 285 team members and from which we received 274 valid responses which formed response rate as 96%. The questionnaire used in this research had various sections which covered all the components of all the variables involved in this study. The options for the respondents were designed on Likert-five-scale bases.

RESULTS AND DISCUSSION

Data analysis

Model reliability test: We have used Cronbach Alpha test to evaluate the internal consistency of the various items used in the research. Table 1 highlights these value and it is evident that internal consistency existed among the various variables.

Table 2 shows that team building elements in Saudi government institutions have overall mean value as (3.24) and a standard deviation of (0.851). It is clear from the data table that organizational support came first with a mean (3.79) followed by trust with a mean (3.72) and both have high value of level of confidence which indicates the existence of organizational support for teams. Whereas, individual skills have a mean value (3.70), followed by motives value (3.30), then the value of team leader readiness (2.62) and finally Work skills mean value (2.30) which is lowest among the all.

Model validity test: The researchers have applied various tools which are available in business management research such as AMOS-17, Structural Equation Model (SEM) to test the validity of the model in order to determine and adjust the appropriateness of the validity of paragraphs linguistically and their internal relationships. We have carried out the following tests to

Table 1: Cronbach alpha test values

Variables	Dimensions	Values
Elements of teamwork	Motives	0.87
	Trust	0.88
	Individual skills	0.86
	Mission skills	0.83
	Organizational support	0.85
	Readiness of the leader	0.82
	Organizational performance	0.81

Table 2: Construct descriptive measurements

Dimensions	Mean	SD	Ranking	Significance
Motives	3.30	0.824	4	Average
Trust	3.72	0.898	2	High
Individual skills	3.70	0.887	3	High
Mission skills	2.30	0.923	6	Low
Organizational support	3.79	0.712	1	High
Readiness of the leader	2.62	0.865	5	Average
Total	3.24	0.851		

Table 3: Model quality indicators

Model scalability	x^2	df	$x^2\Delta$	dfΔ	CFI	NFI	IFI	SRMR	RMSRA
Model measurement	14.80	12	-	-	0.96	0.95	0.97	0.06	0.12
Model alternative-1	25.14	8	10.34	0	0.91	0.89	0.71	0.09	0.19
Model alternative-2	24.09	8	10.25	0	0.89	0.87	0.90	0.10	0.19

establish the validity of the model as shown in Table 3. In order to test the dimensions of model we have used Structural Equation Model (SEM) which assumes that the relationship of the variables in the form of writing and analyses the matrix between the variables to track transactions within the model. The proposed model consists of steps; first, a measurement model and shows the relations between external variables and internal variables, alternatives 2 and 3 show causal relationships. We have used the path analysis to determine the direct and indirect causal effects between the variables. First stage SEM results indicated the quality of high compatibility between the variables due to the fact that Chi-square value appeared as (14.8), standard deviation value as (12), CFI value (0.96) and RMR value as (0.06) which shows the validity of the model for the interpretation of the relations among the dimensions of the model. The second phase and the third alternatives results show cause and effect relations of direct and indirect variable and indicate the consistency of outcomes.

Table 4 shows the correlation matrix between the variables of the model coefficients which shows that all values when acceptance levels according to the degree of acceptance and statistical correspond with the results of some previous studies (Poel *et al*., 2014; Chi *et al*., 2011; Yoon *et al*., 2010; Hon, 2008)

Determining the impact of the elements of effectiveness building work teams, we have used multiple regression test for which the results are shown in Table 5 and 6. It shows the results of the analysis of the routes to illustrate the nature of relations.

Path-1: Highlights the direct significant relationship between the elements of effective team research and the level of performance at the significance level (0.05) which is greater than (β = 0.76), thus indicating that these elements are essentially required improve organizational performance.

Path-2: Highlights the direct significant relationship between the elements of the effectiveness of the team and organizational support at significance level (0.05) which is greater than (β = 0.49) which indicates the positive role of organizational support in achieving effective team performance.

Path-3: Points out direct relationship between the team works elements and readiness of the team leader at significance (0.05) which is greater than (β = 0.15). But it showed low impact on efficiency.

Path-4: Points out that there is a direct relationship between support for the organization and the level of performance at significance level (0.05) as this value is greater than (β = 0.37), thereby indicating the existence of indirect and significant impact of organizational support to achieve an effective level of performance.

Path-5: Explain the relationship between the effectiveness of team research and the level of performance under the mediation role of organizational support. In this path, the Beta value comes (β = 037×049 = 0.18) at significance level (0.05) confirms the existence of moderate impact of the mediating role of the organizational support on the relationship between elements of work teams and performance improvement.

Path-6: Highlights the direct relationship between the team leader readiness and the level of performance and identified the existence of a positive relationship at significance level (0.05) with Beta value as (β = 0.19) which indicates that team leader readiness improves the performance.

Path-7: Explains the relationship between the effectiveness of team works elements and the level of performance under the mediating role of team leader readiness at significance level (0.05). The Beta value comes as (β = 0.039), although it low but has impact on the relationship.

Figure 2 shows the results of the nature of relations as recorded by applying Structural Equation Model Statistical Program (AMOS17).

Table 4: Correlation matrix

Variables	1	2	3	4	5
Elements of effective teams	1.000				
Readiness of the leader	0.290	1.000			
Organizational support	0.570*	0.230	1.000		
Level of organizational performance	0.630*	0.370	0.420	1.000	
Mean	3.290	2.600	3.770	3.310	3.730
Standard deviation	0.883	0.864	0.712	0.824	0.899

*Astrong correlation at 5% level exists

Table 5: Regression test values

Dimensions	β	t-values	Sig.	R^2	F-values	F significance
Motives	0.010	0.111	0.850	0.620	35.010	*0.000
Trust	0.574	6.918	0.000*			
Individual skills	0.239	2.520	0.019*			
Mission skills	0.365	4.710	0.005*			
Organizational support	0.095	0.470	0.320			
Readiness of the leader	0.216	2.480	0.014*			

*Statistically significant at ($\alpha = 0.05$) level

Table 6: Results of internal path analysis

Relationship	Path	β	Results
Direct relationship	Components of effective team works---to---Level of performance	0.760	0.000**
Direct relationship	Components of effective team works---to---organizational support	0.493	0.002**
Direct relationship	Components of effective team works---to---team leader readiness	0.152	0.000**
Indirect relationship	Level of performance---to---organizational support	0.371	0.000**
Indirect relationship	Level of performance---to---team leader readiness	0.191	0.000**
Indirect relationship	Effectiveness of team members---to--- organizational support ---to---Level of performance	0.183	0.009**
Indirect relationship	Effectiveness of team members---to---team leader readiness---to---Level of performance	0.039	0.024**

**Path is significant at 0.05 level of significant

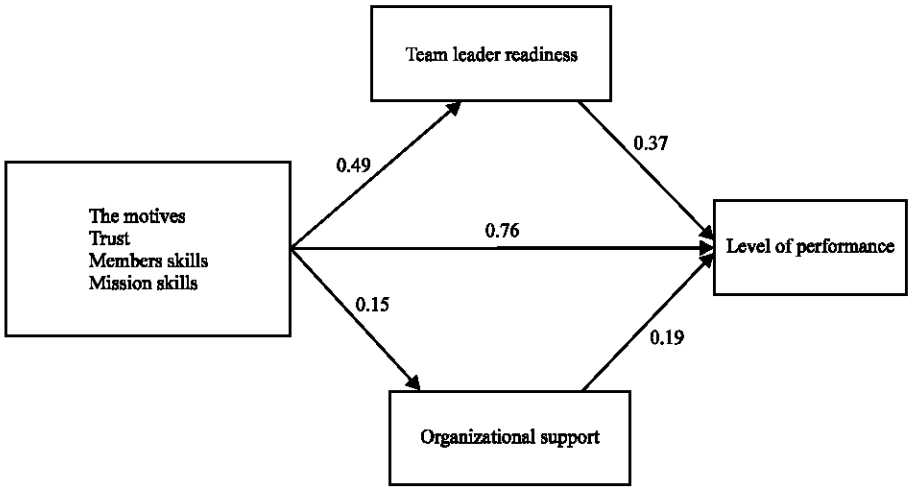

Fig. 2: Model results

CONCLUSION

The statistical results show primacy of "team skills" followed by "trust, motive force and finally mission skills". This establishes the importance of team skills to be given the primary care in team formation so as the member can perform effectively in teams. The relative mission skills requirement appearing at the last could be due to the fact that organization might not be able to keep proper track of the member performance. In studying the relationship between team elements and performance, a strong and direct impact (0.76) was established which emphasize upon taking care of each element in getting effective results. Considering these findings, we can confirm the first hypothesis with respect to the dimensions of the constituent elements of effective teams and their impact on performance, except mission skills which did not prove significant at level (0.05) but showed significance at the level of (0.01).

The role of the organizational support and its relationship to achieving effective team works shows a strong influence (0.49) which signifies the organizational support to the teams in order to contribute to the effectiveness of the teams. Whereas, the result (0.18) of mediating role of organizational support on the team elements and performance indicated an indirect statistical significance. Therefore, we can confirm the second hypothesis with respect to the mediation role of organization's support on the relationship between the elements of effective teams and the performance. Likewise, we have found statistically significant result with low impact (0.15) of the role of team leader readiness on the elements of the team effectiveness. This may be due to the nature of collective action that directly depends on the harmony and compatibility of the team members. Furthermore, a weak impact of the team leader readiness on mediating role of the relationship between team effectiveness elements and the performance with (0.039) appeared. In spite of low impact and indirect relationship, there existed statistical significance. This confirms the correctness of the second hypothesis concerning the mediated role of team leader readiness on the relationship between effective research teams and their performance but there is a requirement to have a wide scope study to confirm this impact statistically and measurement of various measurable.

RECOMMENDATIONS

The results confirmed the necessity of the team formation elements (motives, trust, team skills, mission skills) for building and institutionalizing effective teams to achieve organizational objectives. The data provides scientific evidence about the importance of the team effectiveness factors to achieve harmony in team members. Likewise, it also contributed in making sure of the mediation role of the variables (support for the Organization, the readiness of the team leader), confirmed the existence of the impact of each of the variables in spite of limited impact achieved by the role of the readiness of the team leader. The organizations must make efforts to identify appropriate members for teams by analyzing their personal dimensions, capabilities and skills set. Delegation of authority and empowerment in teams may help in resolving the immediate problems of the organizations. Institutionalizing the culture of teams, providing them moral and material support can make them effective which can help organizations to achieve better customer satisfaction. The future research may consider to study the impact leadership types on team's emotional performance or redefining mediating role of team leader readiness in teams of other sectors or studying the knowledge participation among the team members and their effectiveness. Likewise, a comprehensive study can be aimed at measuring efficacy of team goals and their impact on organizational performance.

REFERENCES

Austin, J.R., 2003. Transactive memory in organizational groups: The effects of content, consensus, specialization and accuracy on group performance. J. Appl. Psychol., 88: 866-878.

Brown, M.E. and L.K. Trevino, 2006. Ethical leadership: A review and future directions. Leadership Q., 17: 595-616.

Bunderson, J.S. and K.M. Sutcliffe, 2003. Management team learning orientation and business unit performance. J. Appl. Psychol., 88: 552-560.

Carson, J.B., P.E. Tesluk and J.A. Marrone, 2007. Shared leadership in teams: An investigation of antecedent conditions and performance. Acade. Manage. J., 50: 1217-1234.

Chi, N.W., Y.Y. Chung and W.C. Tsai, 2011. How do happy leaders enhance team success? The mediating roles of transformational leadership, group affective tone and team processes1. J. Appl. Soc. Psychol., 41: 1421-1454.

Cogliser, C.C., W.L. Gardner, M.B. Gavin and J.C. Broberg, 2012. Big five personality factors and leader emergence in virtual teams relationships with team trustworthiness, member performance contributions and team performance. Group Organ. Manage., 374: 752-784.

Ellis, A.P.J., J.R. Hollenbeck, D.R. Ilgen, C.O.L.H. Porter, B.J. West and H. Moon, 2003. Team learning: Collectively connecting the dots. J. Applied Psychol., 88: 821-835.

Gibson, C.B. and J.L. Gibbs, 2006. Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure and national diversity on team innovation. Admin. Sci. Quart., 51: 451-495.

Hon, H.Y., 2008. When creativity requirement does not enhance employee creativity: The limits of goal-directed behavior. Ph.D Thesis, Hong Kong Baptist University, Hong Kong.

Katzenbach, J.R. and D.K. Smith, 1993. The Discipline of Teams. Harvard Business Press, Brighton, Massachusetts,.

Kirkman, B.L., C.B. Gibson and D.L. Shapiro, 2001. Exporting teams: Enhancing the implementation and effectiveness of work teams in global affiliates. Organ. Dyn., 30: 12-29.

LaFasto, F. and C. Larson, 2001. When Teams Work Best: 6,000 Team Members and Leaders Tell What it Takes to Succeed. Sage Publisher, New York, USA.,.

Lencioni, P.M., 2002. The Five Dysfunctions of a Team: A Leadership Fable. Vol. 13, John Wiley & Sons, Hoboken, New Jersey, USA.,.

McGrath, J.E., 1964. Social Psychology: A Brief Introduction. Holt, Rinehart and Winston, New York, USA.,.

Meuse, K.P.D., 2009. Driving team effectiveness: A comparative analysis of the Korn-Ferry T7 model with other popular team models. Korn Ferry Inst., 1: 1-16.

Meuse, K.P.D., K.Y. Tang and G. Dai, 2009. Construct validation of Lominger T7 Model of team effectiveness. Lominger International: A Korn Ferry Company, Minneapolis, Minnesota.

Poel, F.M.D., J.I. Stoker and V.D.K.I. Zee, 2014. Leadership and organizational tenure diversity as determinants of project team effectiveness. Group Organ. Manage., 39: 532-560.

Schaeffner, M., H. Huettermann, D. Gebert, S. Boerner and E. Kearney *et al*., 2015. Swim or sink together the potential of collective team identification and team member alignment for separating task and relationship conflicts. Group Organ. Manage., 40: 467-499.

Yoon, S.W., J.H. Song, D.H. Lim and B.K. Joo, 2010. Structural determinants of team performance: The mutual influences of learning culture, creativity and knowledge. Hum. Resour. Dev. Int., 3: 249-264.