



TEAMWORK: A COMPARISON BETWEEN NONPROFIT AND PUBLIC ORGANIZATIONS

Paula Benevene

Università Lumsa (Italy) pbenevene@tiscali.it

Michela Cortini

Università G. d'Annunzio of Chieti Pescara (Italy) cortini@unich.it

Antonino Callea

Università Lumsa (Italy) a.callea@lumsa.it

Fecha de recepción: 21 de enero de 2011

Fecha de admisión: 10 de marzo de 2011

ABSTRACT

The aim of the present paper is to compare teamwork performance between Non profit and Public sector organizations. Some of the scales of the Aston Team Performance Inventory (ATPI) was administered to 400 employees from Non profit and Public sector organizations. The dimensional structure of the questionnaire was verified against the original version, through a factorial analysis run via SPSS 16.0. The ANOVA was used to test the relationship between team processes and satisfaction against the type of organization (Public vs NPO).

The two groups of participants showed differences both in terms of leadership processes and leadership style regarding teamwork as well as teamwork output. Non profit employees emerged as the group where the teamwork is more effective.

Practical implications: to understand which dimensions of teamwork are to be improved in each group and which ones can be considered as an example of excellence, therefore serve as a reference for good practice. Furthermore, it is often questioned whether instruments and methods used among Profit and Public organizations should be used also for NPOs, and ATPI emerged as an effective tool also for those organizations, where team work is quite widespread.

Key words: Teamwork; Non-Profit organization; Public organisation; Team effectiveness; Team efficacy; Aston Team Performance Inventory

1. INTRODUCTION

1.1 Team work: relevance of the issue

Successful performance often involves interaction among individuals who work as a team, pooling together their resources in terms of knowledge, abilities, and experience to reach a common goal. Teamwork is widely recognised as a powerful and effective way of reaching demanding goals, through the cooperations of several, different individuals. Individual performance is less effective in absence of support, co-operation of others who share the same responsibilities (Mathieu *et al.*,



2008). Researches and studies in the field of management have shown that team work can be more efficient and effective than individual work, in terms of higher quality decision and innovation, diversity management, better financial performance and organizational performance (see e.g. Applebaum & Batt, 1994; Mathieu *et al.*, 2008; Chau & Witcher, 2008). Not surprisingly, the use of teamwork has been expanding enormously in the past twenty years.

1.2 Team work and team performance

Different types of team have been conceptualized, but all the definitions of team included the following features: a group of at least two individuals, who share one or more goals and perform tasks, interact (also virtually) among them, and therefore are work interdependently, having different roles and responsibilities, but also boundaries and linkages to the rest of their organization, to which they are collectively accountable for the work done (see e.g. Alderfer, 1977; Argote & McGrath, 1993; Hackman, 1992; Hollenbeck *et al.*, 1995; Kozlowski & Bell, 2003; Mohrman *et al.*, 1995). Team performance has been theorized and researched mainly using the input–process–output (I-P-O) scheme (e.g. Cohen and Bailey, 1997; Gladstein, 1984; Hackman and Morris, 1975; Guzzo and Shea, 1992). Inputs variables are the individual, organizational and team resources. Outputs are the results achieved, the fulfilling of the needs of each member of the team, the readiness of team members to stay in the team (Hackman, 1987). Processes translate inputs into outputs, since they are the activities that team engage to successfully perform their tasks and reach their goals.

In spite of the fact that teamwork can generate more efficiency and effectiveness, teams do not per se produce more productive than individual work. The introduction of teamwork in an organization, if not properly addressed, does not guarantee a successful outcome; on the opposite, it might lead to decreased effectiveness, innovation and satisfaction (West & Markiewicz, 2004).

Literature review shows that several factors may promote (or jeopardize) team performance:

group design (team composition in terms of size and expertise of members, role and tasks performed by each of them; time assigned to perform its tasks and reach its goal); job design (tasks assigned should be better achieved through teamwork than individual work; clarity and meaningfulness of tasks and goals assigned, freedom to decide how better accomplish their tasks), context (e.g. organizational context structured around individual work versus teamwork; time and resource assigned; training and support, information, reward); interdependence (outcome and tasks interdependence among the group, shared responsibility for the final results; reflexivity; alignment), team synergy (conflicts management (team cohesion) and leadership (shared leadership, co-ordination, personality traits of the leader/s). (see e.g. Halfhill *et al.*, 2008; Harrison *et al.*, 2003; Hoegl and Parboteeah, 2003; Kozlowski & Ilgen, 2006; Tekleab *et al.*, 2009).

This means that both team members and managers should learn how to address either potential or real risks of mismanagement of teamwork (Brown, 2000). Organizations to achieve their best performance should therefore monitor and assess the effectiveness and efficacy of team work, in order to be able to deliver a timely and effective feedback to teams on their overall performance and not only on the results achieved. In addition, organizations might highly benefit from knowing how teams are working on the organizations as a whole (West & Field, 1995).

1.3 Not for profit organizations (NPOs)

NPOs are organizations working for the public benefit who that show the following core characteristics (Anheier, 2000 pp. 1-2): a) Formally organised: they possess some institutional reality, which distinguishes them from informal entities such as families or gathering; b) Private: they are independent from governments and therefore separate from the public sector; c) Self governing: they have the capacity to control their own activities, which distinguishes them from units that are



de jure units of other organizations; d) Not-for-profit: they do not redistribute return any profits generated to owners or equivalent, which distinguishes them from business organizations; e) Voluntary: they are not compulsory in nature and with some degree of voluntary input.

The majority of the researches developed in the management area have focused either on for-profit or on public organisations, but there is an increasingly and recognised need for research studies that focus on the management of not-for profit ones, since they can benefit from the application of management theories and practices already endorsed by business enterprise and public agencies. It is essential to improve the organizational management on a theoretical basis in third sector organizations by studying and verifying the reliability and applicability of the practices and procedures that are already being used.

Furthermore, delivery service NPOs are still a bit too far from professional management, from auditing and accounting for their (human, financial, logistic) resource and processes (Helming *et al.*, 2006). Therefore practitioners and managers of NPOs might find researches and studies on management to be meaningful and useful.

On the other hand, NPOs can offer an interesting field where the knowledge that has already been accumulated on the management of the for-profit and the public sector could be further verified and eventually developed, taking into consideration that management of NPOs needs more team work than in other types of organizations (Drucker, 1990)

It is therefore significant to compare teamwork among third sector and public organizations in order to understand which the critical areas are and, which instead are the positive models, behaviour and practices that could be applied and eventually mutated from one sector to another. In addition, while monitoring team group both managers and team members may have a wider and more useful picture of their resources and their performance, addressing therefore a relevant issue for the development of their organizations.

2. OBJECTIVE AND HYPOTHESIS

West and his colleagues developed the Aston Team Performance Inventory (ATPI) after conceptualizing the core dimensions of team performance as follows: Inputs are task design, team effort and skills, organizational support and resources; Outputs are team effectiveness, team innovation, inter-team relationships, team member satisfaction, attachment; Processes are objectives, reflexivity, participation, task focus, team conflict, creativity and innovation, leadership processes (West, 2004). The questionnaire has been standardized and validated.

Through the administration of the ATPI it is possible to monitor and assess team work, understanding which area are to be improved and which ones are already well functioning.

We have been particularly interested, for the purposes of the present study, in comparing NPOs with Public Sector organizations about the dimensions of leadership processes as well as all the teamwork outputs, both at individual (member's satisfaction and attachment) and at team level (inter-team relationships, innovation, and team effectiveness). We therefore developed the following explorative hypothesis:

H.1: Unlike the Public sector organizations, NPOs have a quite strong attitude and tradition in terms of value assigned to team work and in terms of leadership processes, therefore:

H1a: NPOs are expected to have a stronger coaching leadership towards team work, in comparison with the Public Sector organizations..

H1b: Non profit organizations are expected to have have a stronger managerial leadership towards team work, in comparison with the Public Sector organizations.



H2: Public sector and Non Profit sector present different levels of teamwork outcomes, and in particular:

H2a: NPOs show higher level of member attachment to team work;

H2b: NPOs show higher level of member satisfaction for team work;

These hypothesis are consistent with the results of several research, according to which NPOs are able to elicit high intrinsic motivation and high commitment to work (Cruz *et al.*, 2009).

H2c: Public organizations show higher teamwork effectiveness in comparison to NPOs;

H2d: Public organizations show higher ability in managing inter-team relationships, in comparison with NPOs;

H2e: Public organizations show an higher level of team innovation in comparison to NPOs.

These hypothesis is consistent with a recent group of research, according to which leadership style has an effect on teamwork (Schaubroeck *et al.*, 2007). In particular, taking into consideration the difficulties that NPOs often face in adopting businesslike processes, it is possible to hypothesize that they may lack of teamwork effectiveness, as well as inter-team relationships and teamwork innovation. At the same time, they might also show a deep coaching and supportive leadership style, as a consequence of having to manage not only paid staff but also voluntary workers, as well as of being very much involved in service delivery to disadvantaged and needy people (Kong & Thompson, 2009).

3. METHOD

3.1. Sample and procedures

400 employees were contacted, working either in Non profit or in Public sector organizations. They live and work in organizations spread almost all over Northern and Southern Italy; 367 of them agreed to fulfill a questionnaire composed by some of the ATPI scales, namely those on team work processes, leadership processes and teamwork outcomes.

The final sample is pretty well balanced in terms of public and non profit sector, with 206 public employees and 161 NPO employees. The reached group consisted of 122 male (33,2 %) and 243 female (66,2 %). The mean age is 39,3 (S. D. 11,5).

3.2 Measures

We divided the dimension of teamwork between leadership process on the one hand and teamwork outcomes on the other one. To measure the first one, we administered the scale on “leadership style towards team work” and to measure the latter one, we administered the subscales named “innovation”, “inter-team relationships”, “team effectiveness”, “member satisfaction”, “member attachment”. All the scales administered come from the ATPI.

4. MAIN RESULTS

First of all the dimensionality of our data matrix was checked, against the original one developed by West and colleagues (Dawson *et al.*, 2006). We first focused first on the dimension of leadership processes and style. After having checked the normality of distribution, we run both the Sampling Adequacy test and the Test of Sphericity (tab.1), to verify if our data matrix could be “factorialized”. Results were excellent.



Table 1. Results of KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	6238.514
	df	136
	Sig.	.000

A Confirmatory Factor Analysis, varimax rotation, was then performed (tab. 2), with the Maximum Likelihood (ML) extraction method, together with both the the eigen-values criteria and the scree plot of Cattell (fig. 1) in order to avoid extract too less factors, which is to be considered a more serious mistake than overfactoring (Cattell, 1978; Rummel, 1970). Notwithstanding, the results show a reduction from the three original factors to two factors, *namely coaching style and managerial style* towards teamwork, where the first one refers to the dimension of interpersonal support (e.g. item: "The leader of my team provides encouragement and support when the team has a difficult or stressful task") and the second one refers to the dimension of control and task management (e.g. item: "The leader of my team helps the team organise and co-ordinate work activities to avoid delays, duplication of effort and wasted resources").

Table 2. Total Variance Explained (Extraction Method: Maximum Likelihood)

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Loadings			Rotation Sums of Squared Loadings		
				Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11,729	68,991	68,991	11,429	67,227	67,227	8,048	47,339	47,339
2	1,286	7,563	76,554	1,052	6,190	73,417	4,433	26,078	73,417
3	,897	5,278	81,832						
4	,534	3,143	84,975						
5	,416	2,448	87,423						
6	,306	1,798	89,221						
7	,267	1,572	90,793						
8	,256	1,506	92,299						
9	,231	1,361	93,660						
10	,218	1,282	94,942						
11	,168	,991	95,933						
12	,151	,887	96,820						
13	,125	,736	97,556						
14	,118	,696	98,253						
15	,117	,687	98,939						
16	,104	,613	99,553						
17	,076	,447	100,000						

For both the subscales of coaching (13 items) and managerial (4 items) styles towards teamwork, we have controlled for the reliability, with the first one showing an Alpha of Crombach of .97 and the latter one of .90. Also for the questionnaire sector related to team work outcomes, we first checked the dimensionality against the original version of ATPI.

After having checked kurtosis and skewness, both the Sampling Adequacy test and the test of sphericity was run (tab. 3) in order to be sure that our data matrix can be "factorialize" (Giannini and Pannocchia, 2006), with excellent results.



Figure 1. Scree plot of Cattell

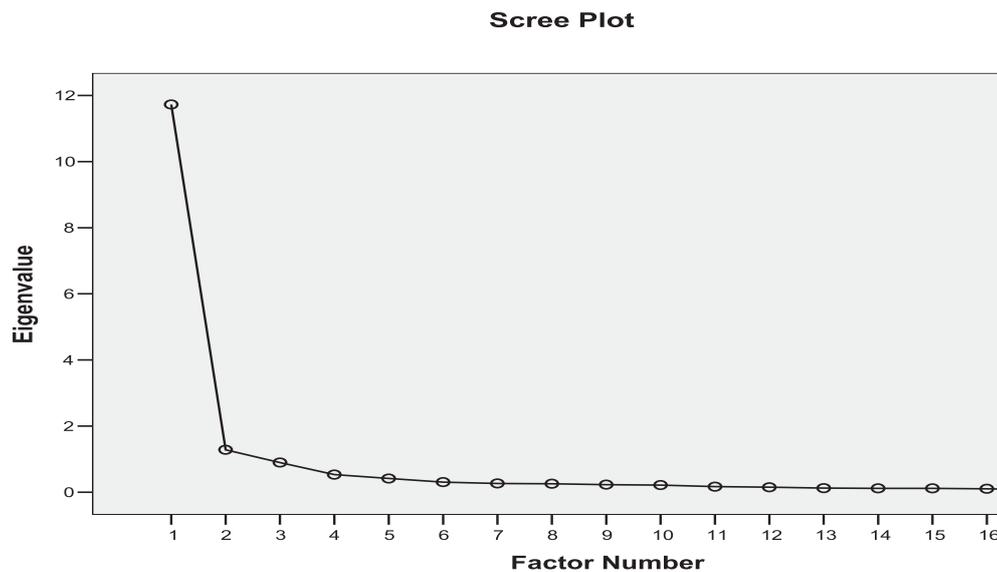


Table 3. Results of KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	5371.677
	df	210
	Sig.	.000

A confirmatory factor analysis, oblimin rotation, was then run, choosing to consider the only eigen values greater than 1 as extraction suggestion, since the scree plot actually was not at all able to discriminate, with a first factorial solution including four factors, in spite of the five ones of the original version of ATPI. In order to be sure to extract the right number of factors (actually 4 factors seemed to be an ideal solution, not only in comparison to the original version of ATPI but also in terms of the items' congruity), and in order to be sure to avoid an underestimation of the numbers of factors, which is always, as we have already stressed, a more serious mistake in comparison to overfactoring. Finally a CFA was run, using as extraction criteria the maximum likelihood method (ML). Results are shown on table 4.

The final factorial solution includes five factors, as the original dimensionality of the scale suggests, with an adequately strong goodness of fit Chi-Square ($115, N= 367$) = 467.69, $p < .001$, and with high theoretical coherence in terms of items' contents.

The reliability test for the subscales showed they are all satisfactory: Effectiveness (3 items) shows an Alpha of Crombach of .78; Member Attachment (3 items) of .83; Team Innovation (4 items) of .86; Inter-team Relationships (5 items) of .85; Member satisfaction (6 items) of .89. To test our hypothesis concerning the different leadership styles towards teamwork, which is a dimension considered in the model of West as an important predictor of all the teamwork outcomes, we run an ANOVA. Results are shown in table 6.



Table 4. Total Variance Explained (Extraction Method: Maximum Likelihood)

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10,514	50,068	50,068	10,170	48,429	48,429
2	1,756	8,364	58,432	1,430	6,811	55,240
3	1,244	5,923	64,355	,905	4,308	59,548
4	1,226	5,837	70,191	,857	4,080	63,628
5	,895	4,263	74,454	,684	3,257	66,885
6	,736	3,505	77,959			
7	,565	2,689	80,648			
8	,529	2,518	83,166			
9	,483	2,299	85,465			
10	,424	2,020	87,485			
11	,382	1,819	89,304			
12	,326	1,553	90,857			
13	,297	1,413	92,270			
14	,263	1,254	93,524			
15	,258	1,230	94,754			
16	,242	1,154	95,908			
17	,196	,934	96,842			
18	,187	,893	97,735			
19	,176	,837	98,572			
20	,165	,783	99,356			
21	,135	,644	100,000			

Table 5. Descriptive Statistics

		N	Mean	Std. Deviation
Coaching Leadership	Public	200	2.54	1.02
	NPO	113	4.06	.70
	Total	313	3.09	1.17
Managerial Leadership	Public	201	3.00	1.13
	NPO	122	4.03	.74
	Total	323	3.39	1.11

Table 6. Results of ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Coaching leadership	Between Groups	166.476	1	166.476	194.986	.000
	Within Groups	265.527	311	.854		
	Total	432.003	312			
Managerial leadership	Between Groups	80.201	1	80.201	79.707	.000
	Within Groups	322.989	321	1.006		
	Total	403.190	322			



Results confirm and H1b, since Non profit organizations present stronger leadership towards team work both in terms of ability to coach and ability to manage. We finally run another group of ANOVAs tests, to understand which were the differences between public sector and non profit sectors in terms of team work outcomes and effectiveness. Results are shown in tables 7 and 8.

Table 6. Descriptives statistics

Dimension	Org.Type	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
Team effectiveness	Public	206	2.6262	1.05357	.07341	2.4815	2.7709	1.00	5.00
	NPO	154	3.6753	.81110	.06536	3.5462	3.8044	1.33	5.00
	Total	360	3.0750	1.08830	.05736	2.9622	3.1878	1.00	5.00
Member attachment	Public	205	3.8146	1.07269	.07492	3.6669	3.9624	1.00	5.00
	NPO	155	4.2280	.71447	.05739	4.1146	4.3413	2.00	5.00
	Total	360	3.9926	.95647	.05041	3.8935	4.0917	1.00	5.00
Team innovation	Public	205	2.9451	.92704	.06475	2.8175	3.0728	1.00	5.00
	NPO	153	3.7353	.75286	.06087	3.6150	3.8555	1.50	5.00
	Total	358	3.2828	.94109	.04974	3.1850	3.3806	1.00	5.00
InterTeam relations	Public	204	2.8686	.94956	.06648	2.7375	2.9997	1.00	5.00
	NPO	151	3.4411	.85395	.06949	3.3037	3.5784	1.00	5.00
	Total	355	3.1121	.95204	.05053	3.0127	3.2115	1.00	5.00
Member satisfaction	Public	206	3.1448	.95732	.06670	3.0133	3.2763	1.00	5.00
	NPO	149	4.0604	.70317	.05761	3.9466	4.1742	1.33	5.00
	Total	355	3.5291	.97066	.05152	3.4278	3.6304	1.00	5.00

Table 7. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Team effectiveness	Between Groups	96.990	1	96.990	105.795	.000
	Within Groups	328.207	358	.917		
	Total	425.197	359			
Member attachment	Between Groups	15.079	1	15.079	17.227	.000
	Within Groups	313.346	358	.875		
	Total	328.425	359			
Team innovation	Between Groups	54.702	1	54.702	74.478	.000
	Within Groups	261.475	356	.734		
	Total	316.177	357			
InterTeam relations	Between Groups	28.433	1	28.433	34.323	.000
	Within Groups	292.425	353	.828		
	Total	320.858	354			
Member Satisfaction	Between Groups	72.480	1	72.480	98.009	.000
	Within Groups	261.053	353	.740		
	Total	333.533	354			

Again, in comparison to the public sector, NPOs present higher levels of teamwork outcomes, both in terms of individual and organizational outcomes. Therefore H2 is not confirmed.



5. DISCUSSION

Data Anlisy confirmed most of the hypothesys. More in details, NPOs emerged as having stronger coaching and managerial leadership than Public Sector organizations. This last result is quite interesting, since Italian NPOs' leaders are mainly trained on-the-job, enjoy scarce opportunities of faormal training and are quite often choosen in reason of their seniority in the organization (Benevene and Cortini, 2010). On the other hand, these results can be explaine with the proirity usually assigned to teamwork by organizational culture NPOs, as well as their long-lasting prattice in this field.

H2a and H2b are confirmed, too, since NPOs show higher level of both member attachment to team work and member satisfaction for team work. This results may be explained with the strong attention paid by NPOs in keeping up the motivation of their members, which is one of the biggest challenges faced by NPOs, since literature review shows that is a crucial element to compensate lower wages of their employees and therefore to retain them (Benz, 2005; 2006).

H2c, H2d and H2e are not confirmed, since NPOs show higher level not only of team effective-ness, but also of management of inter-team relationships as well as team innovation.

These results might be read in connection with the NPOs' strong tendency to learn from their envi-ronment in order to better serve their targets/customers with their services, as well as to understand new requests and needs coming from the situation in which they operate. For what concerns the Italian scenario, for example, NPOs were the first organizations working with rehabilitation and social inte-gration of disabled people, immigrants, HIV patients and, drug addicts, just to mention a few.

Our study's biggest limit is that the group reached is a convenience sample, not a statistical rep-resentative sample. Further development of this research might compare groups of Non profit, Profit and Public Sector employees and from different countries, in order to test cross-cultural hypothe-sis, standing that, for example, individualistic and collectivist cultures may express quite different values related to teamwork.

Finally, results emerging from our research suggest to further investigate the Non Profit sector, which might well offer some examples of best practices in terms of teamwork, which could be test-ed and eventually mutuated in the Public sector and For-profit Sector organization. Up to now man-agerial literature have approached the management of NPOs in the opposite way: that is verifying which of the methods and practices already applied among For-profit and Public organization might have eventually be endorsed also among the Third Sector ones.

REFERENCES

- Alderfer, C. P. (1977). Group and intergroup relations. In J. R. Hackman & J. L. Suttle (Eds.) *Improving the Quality of Work Life* (pp. 227-296). Palisades, (CA): Goodyear.
- Anheier, H. K. (2000). *Managing Non-profit organizations: towards a new approach*, available at: <http://www.lse.ac.uk/collections/CCS/pdf/cswp1.pdf> (accessed Jan. 10, 2010).
- Benevene, P., & Cortini, M. (2010). Interaction between Structural Capital and Human Capital in Italian NPOs: Leadership, Organizational Culture and Human Resource Management. *Journal of Intellectual Capital*, 11 (2), pp. 123-139.
- Benz, M. (2005). Not for the Profit, but for the Satisfaction? Evidence on Worker Well-Being in Non-Profit Firms. *Kyklos*, 58 (2), pp. 155-176.
- Brown, R. (2000). *Group processes*. Oxford (UK): Blackwell Publishing.
- Campion, M. A., Medsker, G. J. & Higgs, A. C. (1993). Relations between work group characteris-tics and effectiveness: Implications for designing effective work groups. *Personnel Psychology*, 46 (4), pp. 823-850.



- Cattell, R. B. (1978). *The scientific use of factor analysis in behavioral and life sciences*. New York: Plenum Press.
- Chau, V. S., & Witcher, B. J. (2008). Dynamic capabilities for strategic team performance management: the case of Nissan. *Team Performance Management*, 14 (3-4), pp. 179 – 191.
- Cruz Martin, N., Perez Martin, V., & Cantero Trevilla, C. (2009). The influence of employee motivation on knowledge transfer. *Journal of Knowledge Management*, 13 (6), pp. 478-490.
- Dawson, J. F., West, M. A. & Markiewicz, L. (2006). *ATPI Aston Team Performance Inventory Management Set*. London (UK): ASE.
- Drucker, P. F. (1990). Lessons for successful nonprofit governance. *Nonprofit Management and Leadership*, 1 (1), pp. 7-14.
- Gladstein, D. L. (1984). Groups in Context: A Model of Tasks Group Effectiveness. *Administrative Science Quarterly*, 29, pp. 499-517.
- Guzzo, R. A., & Shea, G.P. (1992). Group performance and intergroup relations in organizations. In M. D., Dunnette, & L. M., Hough (Eds.), *Handbook of industrial and organizational psychology* (pp. 269-313). Palo Alto (CA): Consulting Psychologists Press.
- Hackman, J. R. (1987), "The design of work teams". In Lorsch, J.W.E. (Ed.), *Handbook of Organizational Behavior* (pp. 315-342). Englewood Cliffs (NJ): Prentice-Hall.
- Hackman, J. R. (1992). Group influences on individuals in organizations. In M. D., Dunnette & L. M., Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, 2nd ed. (pp. 199-267). Palo Alto (CA): Consulting Psychologists Press.
- Hackman, J. R. & Morris, C. G. (1975). Group tasks, group interaction process, and group performance effectiveness: a review and proposed integration". In L., Berkowitz (Ed.), *Advances in experimental social psychology*. New York: Academic Press.
- Halfhill, T. R., Nielsen, T. M. & Sundstrom, E. (2008). The ASA Framework: A Field Study of Group Personality Composition and Group Performance in Military Action Teams. *Small Group Research*, 39 (5), pp. 616-635.
- Harrison, D. A., Mohammed, S., McGrath, J. E., Florey, A. T. & Vanderstoep, S. W. (2003). Time Matters in Team Performance: Effects of Member Familiarity, Entrainment, and Task Discontinuity on Speed and Quality, *Personnel Psychology*, 56 (3), pp. 633-669.
- Helming, B., Jegers, M., & Lapsley, I. (2006). Challenges in Managing Nonprofit Organizations: a research Overview. *Voluntas*, 15 (2), pp. 101-116.
- Hoegl, M., & Parboteeah, K. P. (2003). Goal Setting And Team Performance In Innovative Projects: On the Moderating Role of Teamwork Quality. *Small Group Research*, 34 (1), pp. 3-19.
- Hollenbeck, J. R., Ilgen., D. R., Segó, D. J., Hedlund, J. & Major, D. A. (1995). Multilevel theory of team decision-making: decision performance in teams incorporating distributed expertise. *Journal of Applied Psychology*, 80 (2), pp. 292 – 316.
- Kozlowski, S. W. J., & Bell, B. S. (2003). Work groups and teams in organizations. In W. C., Borman, D. R., Ilgen & R. J., Klimoski (Eds.), *Handbook of psychology: Industrial and Organizational Psychology* (pp. 333-375). London (UK): Wiley.
- Kozlowski, S. W. J. & Ilgen, D. R. (2006). Enhancing the Effectiveness of Work Groups and Teams. *Psychological Science in the Public Interest*, 7 (3), pp. 77-124.
- Kong, E. & Thomson, S. B. (2009),. An Intellectual Capital Perspective of Human Resource Strategies and Practices. *Knowledge Management Research and Practice. Special Issue on Measuring and Managing Knowledge Assets Dynamics*, 7 (4), pp. 356-364.
- Mathieu, J., Maynard, M. T., Rapp, T. & Gilson, L. (2008). Team Effectiveness 1997-2007: A Review of Recent Advancements and a Glimpse Into the Future. *Journal of Management*, 34 (3), pp. 410-476.



- Mohrman, S. A., Cohen, S. G. & Mohrman, A. M. (1995). *Designing Team Based Organisations*. London (UK): Jossey Bass.
- Rummel, R. J. (1970). *Applied factor analysis*. Evanston (IL): Northwestern University Press.
- Tekleab, A. G., Quigley, N. R. & Tesluk P. E. (2009). A Longitudinal Study of Team Conflict, Conflict Management, Cohesion, and Team Effectiveness. *Group and Organization Management*, 34 (2), pp. 170-205.
- West, M. A. (2004). *Teamwork. Pratical lessons from organizational research*. Leicester (UK): Blackwell Publishing.
- West, M. A. & Markiewicz, L. (2004). *Building Team-Based Working: A Practical Guide to Organizational Transformation*. Oxford (UK): Blackwell Publishing,
- West, M. A. & Field, R. (1995). Teamwork in primary health care. Perspectives from organisational psychology. *Journal of Interprofessional Care*, 9 (2), pp. 117-122.