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**The influence of team culture on team performance
The mediating role of team commitment and team work engagement**

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Master in Human Resources Management and Organizational Consultancy

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November, 2020



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Abstract

This study inquiries into the direct influence of team culture on team performance and the mediating role of both team commitment and team work engagement on their relationship. Through a questionnaire, we collected a sample of 86 participants who were employed in teams and statistically analysed the data. Methods included data analysis in IBM SPSS Statistics 27, Hayes's PROCESS Macro 3.1 (2018). Results corroborate the existence of a positive relationship between team culture and team commitment, team work engagement and team performance. The results also show a mediating effect of team commitment and team work engagement between team culture and team performance. This study can be a launch point for further research on the importance of team cultures within an organisation.

Key words: Team Culture, Team Commitment, Team work Engagement, Team Performance.

Classification JEL: M54 (Labor Management), O15 (Human Resources)

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Resumo

Este estudo investiga a influência direta da cultura de equipa na sua performance e o papel mediador do *team commitment* e do *team work engagement* no seu relacionamento. Por meio de um questionário, coletámos uma amostra de 86 participantes que trabalhavam em equipas e analisámos estatisticamente os dados. Os métodos incluíram a análise de dados no IBM SPSS Statistics 27, Hayes's PROCESS Macro 3.1 (2018) e comparação de médias. Os resultados corroboram a existência de uma relação positiva entre a cultura de equipa e o *team commitment*, *team work engagement* e a performance de equipa. Os resultados também mostraram um efeito mediador do *team commitment* e do *team work engagement* entre a cultura de equipa e a team performance. Este estudo pode ser um ponto de partida para pesquisas futuras sobre a importância da cultura de equipa dentro de uma organização.

Palavras-Chave: Cultura de Equipa, *Team Commitment*, *Team work Engagement*, Performance de Equipa.

Classificação JEL: M54 (Gestão Laboral), O15 (Recursos Humanos)

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Introduction

In past decades, work has changed in regard to performance. One of these changes is in work specialisation. Nowadays, organisations recruit specialised employees to face the competitiveness and morphing landscape of the job market (Kozlowski & Bell, 2013). Team work (as opposed to individualism) has become an enforced necessity due to the complexity and changes of the work, the non-concrete organisational boundaries, and the spread of self-managed teams or autonomous work teams (Kozlowski & Ilgen, 2006; McGrath et al., 2000; Salas et al., 2007; Shin et al., 2015).

These organisational changes lead to the existence of team cultures or subcultures within the same organisational culture and context (Shin et al., 2015). Schein (2004) posits organisational culture is deeply related to the way work is done and consequently the effectiveness of the group. Organisational culture is:

“a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in the relation to those problems.” (Schein, 2004, p. 17).

Team culture refers to members who share the same insights about emergent and simplified sets of norms, values and beliefs developed after mutual interactions and expect the same type of work ability and behaviour among its members (Earley & Mosakowski, 2000; Shin et al, 2015). Employees who work in the same team interact more frequently, so they can be more influenced by their direct workgroup than by the organisation itself (Shin et al., 2015). While organisational culture affects the effectiveness of the organisation, team culture influences team effectiveness, commitment and work engagement of its team members.

Because organisational culture is related to the effectiveness of the group and of the organisation, it influences their outcomes and consequently the competitiveness of the company (Barney, 1986; Ostroff et al., 2003). According to Adkins and Caldwell (2004),

within the same organisation there can exist different types of teams and each may have its own culture because team members interact more frequently and identify themselves more with their work group than with their organisation as a whole. Their attitudes and behaviours tend to be strongly affected by the culture of their workgroup (Shin et al., 2015).

Although research has shown that different types of team cultures can exist in an organisation (e.g. Hofstede, 1998; Jerimer et al., 1991), little is known about the relation between team culture and team performance. Team members who share values, norms and behaviours, tend to perceive and construe organisational affairs and proceedings in similar manners and are more effective at working together consistently and achieving common goals (Shin et al., 2015). Team members may even adapt their values to reduce ambiguities, prevent disagreements, and promote a shared understanding of ideals (Shin et al., 2015). Furthermore, team culture provides the tools to define expectations and social norms, as well as instil a sense of identity, meaning and connection between team members (Shin et al., 2015). Together, these notions support the argument that team culture promotes team performance.

Team culture, like behavioural norms, is important in regulating team commitment. Shin et al. (2015) hold that the four team cultures (internal process, human relations, rational goal, and open system) can predict and influence team performance. Human relations cultures promote team work, cohesion, consensus, and sense of unity. This leads team members to avoid risks or stray from the majority opinion, but it also incentivises them to collaborate to achieve the team's goals, increasing team performance. Open system team cultures encourage risk-taking, change, and innovation. Its members are expected to challenge the status quo and think outside the box. Despite this culture type being reported at the organisational level, empirical findings have indicated that an entrepreneurial or innovative culture is positively related to innovative and creative performance. In internal process team cultures there is a clear sense of role expectations and a focus on work procedures and processes which enables team members to accomplish their routines accurately and efficiently, stimulating team performance. Finally, rational goal team cultures promote team performance by focusing on results and competition. Team members are imbued with a clear sense of purpose and a drive to produce high quality work to achieve market superiority.

Shin et al.'s (2015) study shows that different types of culture (internal process, human relations, rational goal, and open system) can influence in distinct ways how team members perceive their work and roles. This means different types of team culture have distinct influences on the team's performance, commitment and work engagement.

In this dissertation we aim to analyse the direct influence of team culture on team performance and the mediation role of both team commitment and team work engagement on their relationship.

Team commitment refers to the ability of individuals to get involved with a specific team because they identify with its goals and values, are predisposed to make a substantial effort on behalf of the team and have a strong desire to belong to it (Bishop & Scott, 2000). Yalabik et al. (2015) defended that team commitment influences both individual and organisational performance because professional work is usually organised in project teams or practice groups where its members work together to create, transfer and integrate knowledge in order to increase client benefits.

Team work engagement refers to the fulfilment an individual feels' by working with a group of people. That fulfilment can be characterised by their energy, commitment and knowledge absorption (Bakker et al., 2008; Costa et al., 2014). Also, employees who are engaged in their work are energetic and enthusiastic, which impacts both their task and extra-role performance (Costa et al., 2014), which is linked to team performance (Bishop & Scott, 2000).

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1. Literature Review

A team is an entity, embedded in an organisational context, hierarchically composed of two or more individuals with defined expertise and roles who interact with each other socially (face-to-face or virtually), share common goals and interdependent tasks and maintain and manage boundaries (Kozlowski & Bell, 2013; Kozlowski & Ilgen, 2006). This organisational context influences exchanges with other teams in the encompassing entity and is influenced by ongoing process and performance outcomes. Teams have limited life spans (Kozlowski & Bell, 2013; Salas et al., 2007) and can be multidisciplinary and heterogeneous (Mathieu et al., 2008).

In past decades, organisations have been changing their ways of working due to economic, technological and strategic vicissitudes (Kozlowski & Bell, 2013). These characteristics of the modern labour market led to increased competition between companies and forced them to empower team work (Shin et al., 2015). These types of work pressures led to the need for different skills, expertise and experience among team members and require quicker, more flexible and adaptive responses (Kozlowski & Bell, 2013).

In order to analyse team performance, it is important to understand this indicator is often used to analyse team effectiveness. According to Hackman (1987), to assess team effectiveness it is necessary to consider three criteria: team performance, team viability and team satisfaction. *Team performance* is a team's productivity indicator, measuring whether they meet or exceeds the quantity and quality of the performance standards set by whomever receives and/or reviews the output (Hackman, 1987). *Team satisfaction* is the emotional state which results from the personal satisfaction — as opposed to frustration — of group members, and positively contributes to their overall well-being and growth (Hackman, 1987; Santos, 2016). *Team viability* is the ability and willingness of a team to continue working together into the future (Gaspar, 2016). In this dissertation, as we analyse the influence of team culture on team performance, we are going to focus on the indicator of team performance.

Over the years, different team effectiveness models have been developed to analyse the factors that contribute to team effectiveness. The most used model is the input-process-output (I-P-O) proposed by McGrath (1964). *Inputs* are the internal and external resources a team

has available at several levels. Internal inputs include personalities, demographics and group structure; external inputs include rewards, training and organisational climate. These levels of resources may be provided by the individual, group or organisation (Kozlowski & Bell, 2013). *Processes* are “mechanisms that inhibit or enable the ability of team members to combine their capabilities and behaviour” (Kozlowski & Bell, 2003, p. 26) and have a mediating role between the inputs and outcomes (Kozlowski & Ilgen, 2006). *Outputs* can be defined by the “performance judged by relevant others external to the team; meeting of team-member needs; viability, or the willingness of members to remain in the team” (Kozlowski & Ilgen, 2006, p.79).

Although this model is one of the most used in literature it has some constraints when selecting and operationalising the process variables for use in research (Marks et al., 2001). Marks et al. (2001) define team process as the members’ interdependent acts which convert inputs to outcomes through cognitive, verbal and behavioural activities directed towards organisation taskwork to achieve collective goals. Marks et al. (2001) made a distinction between processes and emergent states – constructs that characterise properties of the team that are typically dynamic in nature and vary as a function of team context, inputs, processes and outcomes. Emergent states describe cognitive, motivational and affective states of teams as whole, as opposed to the nature of their members' interaction (Marks et al., 2001).

In the past two decades researchers have demonstrated that organisational culture has a positive impact on the organisation’s implementation of strategy and the ability to attract and retain employees. When an organisation has a solid culture, meaning when values are shared between individuals and are consistent with objectives, it becomes more likely that individuals will feel more satisfied, will not leave the organisation, and that strategic objectives will be reached more easily.

According to Shin et al. (2015), previous research has shown that an organisation may adopt different team cultures because teams have a need for autonomy and their work can be highly specialised. Although there is empirical research on the connection between culture and team-level performance (Shin et al., 2015), little is known about the role of team culture on team commitment, team work engagement, and team performance.

Teams have become more independent due to the specialisation of work and the creation of specialised teams, which has led to the emergence of different team cultures within the

same organisation. According to Adkins and Cadwell (2003), cultures within an organisation can be defined by the strong and central values of the organisation and the peripheral values held within a team.

Team culture refers to members who share the same insights on emergent and simplified sets of norms, values and beliefs developed after mutual interactions and expect the same type of work capability and behaviour among members (Earley & Mosakowski, 2000; Rebelo et al., 2016; Shin et al., 2015).

Shin et al. (2015) identified four types of team culture which differ in their pursuit of flexibility or control and whether their focus is internal or external. *Human relations culture* is defined as flexible with an internal focus and it covers high team work values, cohesion, and employee contribution. *Open system culture* is flexible, externally focused and promotes a dynamic entrepreneurial vision, risk-taking and innovation. *Internal process culture* is centred on control and internal focus and is characterised by efficiency, consistency, rules, and stability. *Rational goal culture* entails a high level of control with an external focus and emphasises results, competitiveness, and customer focus. Based on Shin et al's (2015) study about the roles of team culture and collective regulatory focus in team task and creative performance, team culture is an important indicator of team performance because these different types of culture influence positively team performance.

Shin et al. (2015) hold that the four team cultures (internal process, human relations, rational goal, and open system) can predict and influence team performance. Human relations cultures promote team work, cohesion, consensus, and sense of unity. This leads team members to avoid risks or stray from the majority opinion, but it also incentivises them to collaborate to achieve the team's goals, increasing team performance. Open system team cultures encourage risk-taking, change, and innovation. Its members are expected to challenge the status quo and think outside the box. Despite this culture type being reported at the organisational level, empirical findings have indicated that an entrepreneurial or innovative culture is positively related to innovative and creative performance. In internal process team cultures there's a clear sense of role expectations and a focus on work procedures and processes which enables team members to accomplish their routines accurately and efficiently, stimulating team performance. Finally, rational goal team cultures promote team performance by focusing on results and competition. Team members are

imbued with a clear sense of purpose and a drive to produce high quality work to achieve market superiority.

Based on this theory we argue that:

Hypothesis 1 – Team culture positively influences team performance.

Organisational commitment is seen as a multidimensional phenomenon and refers to the link between the employee's team or work group and the organisation (Bishop & Scott, 2000). According to Becker (1992), commitment is composed of three fundamental indicators: compliance, identification and internalisation. They are related to the turnover, intent to remain in the organisation, extra-role behaviour and performance (Becker, 1992; Bishop & Scott, 2000). *Compliance* describes the adoption of certain behaviours by an individual or group to obtain specific rewards or avoid punishment.

Identification occurs when the members of an organisation have behaviours and attitudes that are associated with a satisfied relationship with the other members. *Internalisation* happens when the members of the organisation show attitudes and behaviours that are aligned with one's own values systems. As Bishop and Scott (2000) defend, a worker's commitment focus is a valuable dimension to assess attachment towards the organisation. In addition, Yalabik et al. (2015) identified three dimensions of organisational commitment: "affective commitment (employee's emotional attachment to the organisation), continuance commitment (the costs of leaving the organisation) and normative commitment (a feeling of obligation to continue employment with the organisation)" (p. 1604).

Team commitment is a feeling of attachment that members of a team have and it is equivalent to organisational commitment, but at a team level (Pearce & Herbik, 2004). The latest research on team work suggests that commitment focuses on two important aspects — work group or employees' team and the organisation — and has been connected to extra-role behaviour (individual performance) and team performance (Bishop & Scott, 2000; Yalabik et al. 2015). Team members can have higher levels of commitment towards both team and organisation, only towards one of them or none (Bishop & Scott, 2000). Team commitment is important to individual and team performance because work tends to be organised in teams or groups where the members work together to create, transfer and integrate knowledge in

order to maximize clients benefits and “may be the principal way in which employees experience the organisation” (Yalabik et al., 2015, p. 1606).

Lok et al., (2015) argued that, within the same organisation, different types of subcultures which have a significant relationship with commitment can coexist and influence employees’ sense making, attitudes and behaviours. Their indicators confirmed that subcultures were more significant in affecting commitment than the organisations’ main culture (Lok, et al. 2005). Their study focused on the organisational level. Here we will be integrating the notion of team culture, arguing team culture will show an impact on commitment at a team level. Team cultures can imbue their members with a sense of meaning and belonging, leading to behavioural consistency between individuals of a team and a desire to work together towards common objectives (Shin et al, 2015).

According to Shin et al. (2015), team culture affects team commitment by promoting behavioural norms within a team and an aspiration and investment towards common goals. Bishop and Scott (2000) showed that team commitment promotes team performance. Team commitment is important to promote team performance because work tends to be organised in teams or groups where the members work together to create, transfer and integrate knowledge in order to maximize clients benefits and “may be the principal way in which employees experience the organisation” (Yalabik et al., 2015, p. 1606).

We propose that both the open system culture and rational goal culture influence team commitment due to this emphasis on the customer, a staple feature of both cultures. Similarly, human relations culture and internal process culture influence team commitment by equipping their members with a sense of social identity, consistency and stability. This personal investment on one's own team, fostered by its culture, forms the basis of team commitment. It leads to an alignment of values, rules and behaviours among team members and promotes extra role behaviour to achieve common goals, affecting team performance.

This leads us to the formulation of our second and third hypothesis:

Hypothesis 2 – Team culture positively influences team commitment.

Hypothesis 3 – Team commitment positively mediates the relation between team culture and team performance.

In addition to team commitment's mediating role, we also argue that team culture plays an important part in influencing team work engagement and, in turn, team performance.

At the organisational level engagement is "characterized by energy, involvement and efficacy" (Bakker et al., 2008, p. 188) and work engagement is "a positive, work-related state of well-being or fulfilment" (Bakker et al., 2008, p. 188). According to Bakker et al. (2008) work engagement is characterised by vigour: high levels of energy, persistence, and mental strength during work; dedication: strong senses of involvement, importance and gratification in one's work; and absorption: being focused and happily engaged to the point of losing track during work (Bakker et al. 2008).

Team work engagement is defined as "as a positive, fulfilling, work-related, and shared psychological state characterized by team vigour, dedication, and absorption" (Costa et al., 2014, p. 4).

Team vigour is defined by high energy levels and an expressed dedication to work. Even in the face of difficulties such as conflict and bad performance feedback, team members may be eager to encourage demoralised colleagues and share their willingness to continue working. Team dedication is a shared devotion to the work, incorporating strong senses of involvement, importance and gratification. Dedicated team members are excited about their work and enthusiastically speak of it and its importance not only to other team members but also to people external to the team. Team absorption concerns a shared focus and attention. Team members may find it hard to disengage themselves, losing track of time when engaged and foregoing non-work-related interactions during work or breaks (Costa et al., 2014).

On the study by Costa et al. (2014), members of a team regularly interacted and had the chance to openly share their feelings towards their work and be influenced by each other's emotions and perceived behaviours. These nonverbal signs (tone and tempo of discourse, facial expressivity) create an emotional contagion, causing co-workers to subconsciously experience similar emotional states. Work engaged teams have a propensity to show gratification and other positive emotions and to be active in team processes (Costa, et al., 2014; Marks, et al., 2001). The emotional angle becomes important when we consider that in addition to being affected by the emotional states of their colleagues, team members may be influenced by other factors inherent to the team's culture. Therefore, we argue the relationship between team culture and team work engagement.

As we individually analyse the components of team work engagement (team vigour; team dedication; team absorption), we can recognise the relationship between the four types of culture and team work engagement.

Human relations culture, which emphasises their members' sense of unity and collaboration (Shin et al., 2015), may positively influence team vigour by promoting perseverance and encouragement towards one's colleagues (Costa et al., 2014).

In addition, team members in the human relations culture are mindful that their own work does not compromise the team's work (Shin et al., 2015), which may be reflected in foregoing non-work-related interactions during work, positively influencing team absorption (Shin et al., 2015).

Members of the rational goal culture have clear sense of mission (Shin et al., 2015). Similarly, members of the internal process culture have a clear sense of role expectations which translates to a sense of significance, a characteristic of team dedication that is part of team work engagement (Costa et al., 2014). Thus, we argue that both the internal process culture and rational goal culture influence team work engagement.

Open system culture, by virtue of encouraging team members to innovate and challenge the status quo (Shin et al., 2015), may influence team work engagement which itself is empowered by team dedication and a sense of being challenged by one's work (Costa et al., 2014).

According to Mäkikangas et al. (2016), workers who feel engaged are committed and present better results and initiative.

We argue that team work engagement plays a significant role in influencing team performance because team members manifest their work engagement by being energetic and enthusiastic, impacting their performance and extra-role behaviour (Costa et al., 2014), which affects team performance (Bishop & Scott, 2000). According to Costa et al. (2015), a high level of team work engagement encourages focus on task completion and a positive and affective work atmosphere leading to higher team performance. In addition, Mäkikangas et al. (2016) found team work engagement to be positively linked to team performance.

Costa et al. (2015) posit that in engaged teams' members are helpful towards one another and contribute to colleagues' ideas to improve processes and products, characteristics we see in the four team cultures (Shin et al., 2015). Engaged teams appreciate working together, are

enthusiastic, and see their work as worthwhile and consequential, leading them to outperform teams low in engagement (Costa et al., 2015). Considering the positive relationship between team performance and team work engagement, we argue the latter's mediating role between team culture and team performance.

Hypothesis 4 – Team culture positively influences team work engagement.

Hypothesis 5 – Team work engagement positively mediates the relation between team culture and team performance.

The main goal of this dissertation is to investigate the influence of team culture on team performance as well as the mediation role of team commitment and team work engagement between team culture and team performance. Therefore, in order to diagrammatize the hypotheses previously written, we developed our investigation model where we will test the objective of this dissertation.

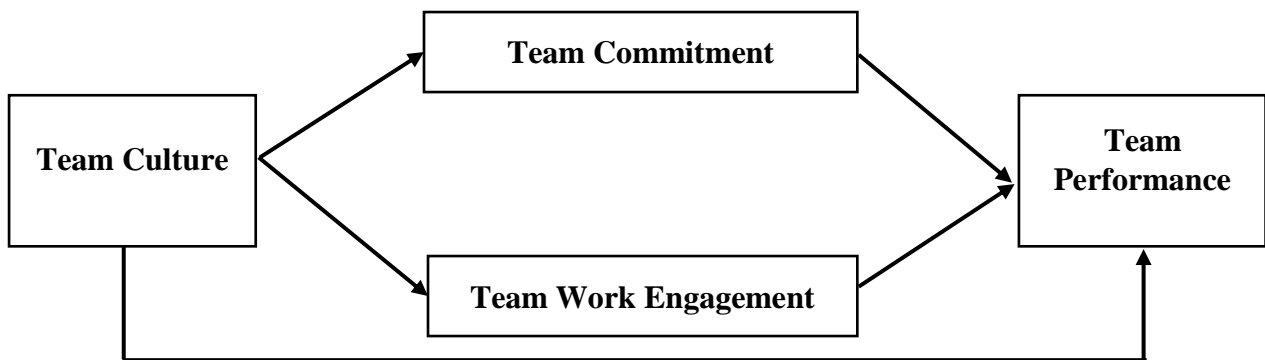


FIGURE 1 - PROPOSED STUDY MODEL - RELATIONSHIP BETWEEN TEAM CULTURE AND TEAM PERFORMANCE MEDIATED BY TEAM COMMITMENT AND TEAM WORK ENGAGEMENT.

2. Method

2.1. Sample

This study has a sample of 86 employed participants who worked in teams. The majority of participants were female (75.6%) with ages ranging between 20 and 60 years old ($M = 35.33$, $SD = 10.63$). The majority of participants completed a high school (24.4%), bachelor's (31.4%), or master's (26.7%) degree. On average, participants were part of teams of about 10 people ($M = 9.88$, $SD = 9.35$), 23.3% had been on their team for less than a year and 36% had integrated their teams 1 to 3 years prior. The majority of participants wasn't a team manager (76.7%). The one's who were, are on average team managers for approximately 5 years ($M = 5.12$, $SD = 5.39$).

2.2. Procedure

This is a quantitative study integrated into a larger academic work. Data was gathered through a questionnaire on Qualtrics – Online Survey Software & Insight Platform shared through a network of professional and personal contacts and social networks such as Facebook and LinkedIn, between October of 2017 and April of 2018.

The questionnaire began by framing the study and the questionnaire itself and required participant consent. It took around 15 minutes to complete and included questions relative to the indicators to evaluate together with their respective scales, as well as questions related to the participant's social demographic. This questionnaire was answered at an individual level to participants who worked in teams.

2.3. Measures

The questionnaire (Appendix A) included four sets of measures: team culture, team commitment, team work engagement and team performance. All study variables were assessed with multi-item measures using a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

The questionnaire also included questions of sociodemographic nature, such as: gender; age; profession; how long they were a part of the team for; number of people on the team; if they held senior positions; the organisation's industry. These variables were added for sample characterisation.

2.3.1. Team Culture

To measure team culture, we've adopted 16 items from the organisational culture assessment instrument (OCAI) (Shin et al., 2015). The OCAI contains six items that reflect six aspects of each culture, which are organisational leadership, organisational glue, dominant characteristics, management of employees, strategic emphases, and criteria of success (Cameron & Quinn, 2006). Among these six dimensions, we have excluded organisational glue and the questions "The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant" and "The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important from the strategic emphases from the present scale because they were not directly related to team culture. This scale has good reliability (Cronbach's Alpha = .89).

2.3.2. Team Commitment

To measure commitment, we used the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1979; Bishop & Scott, 2000). The OCQ contains 15 questions that assesses organisational commitment. We measured team commitment by using the items from team commitment on OCQ's. This scale has good reliability (Cronbach's Alpha = .95).

2.3.3. Team Work engagement

To measure team work engagement, we used Costa et al.'s (2015) proposal to measure team work engagement based on the content of the original, individual level, UWES items measure. This scale has good reliability (Cronbach's Alpha = .94).

2.3.4. Team Performance

For the team performance we used the scale from González-Romá, Fortes-Ferreira, and Peiró (2009) where team performance was measured by a 2-item scale: “How well do you think your work team performs?” and “What is the quality of the work carried out by your team?”. This scale has a good reliability (Cronbach’s Alpha = .88).

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3. Results

3.1. Descriptive and Bivariate Analysis

On Table 3.1 we observe the Team Performance variable had the highest average ($M = 5.20$; $SD = 1$) while the variables for Team Culture ($M = 4.59$; $SD = 1$) and Team Work engagement ($M = 4.59$; $SD = 1.2$) had lower (but still high) mean levels. This indicates the sample showed high levels of performance towards its teams and lower levels compared to Team Culture and Team Work Engagement.

Table 3.1.

Descriptive statistics and correlations

	<i>M</i>	<i>SD</i>	1	2	3
1. Team Culture	4.59	1.0	-		
2. Team Commitment	4.74	1.5	.747**	-	
3. Team Work Engagement	4.59	1.2	.696**	.720**	-
4. Team Performance	5.20	1	.659**	.753**	.667**

Note. $N = 86$ ** $p < .01$

As for correlations (Table 3.1), we verified that Team Commitment had a positive and significant correlation with Team Culture ($r = 0.75$; $p < .01$) and Team Work Engagement had a positive and significant correlation with Team Culture ($r = 0.70$; $p < .01$) and Team Commitment ($r = 0.72$; $p < .01$). In addition, Team Performance demonstrated a positive and significant correlation between Team Culture ($r = 0.66$; $p < .01$), Team Commitment ($r = 0.75$; $p < .01$) and Team Work Engagement ($r = 0.68$; $p < .01$). In sum, all correlations were statistically significant.

3.2. Hypotheses Testing

Subsequently, linear regression was used to test hypothesis 1 and the macro Process for IBM SPSS, Model 7 (Hayes, 2018, 2019) in order to carry out the analysis of simple mediation model and test the remaining hypotheses.

The results obtained for the study hypotheses are presented in Table 3.2.

Table 3.2.

Coefficients for the mediation models

Models	Team Performance			
	B	SE	95% CI	
			LL	UL
<i>Model 1</i>				
Constant	2.39***	.33	1.73	3.04
Team Culture	.22*	.11	.01	.42
Team Commitment	.39***	.07	.25	.52
			R ² = .58	
			F (2, 83) = 59.22***	
<i>Model 2</i>				
Constant	1.90***	.36	1.18	2.62
Team Culture	.38**	.11	.16	.58
Team Work Engagement	.35**	.09	.17	.53
			R ² = .52	
			F (2, 83) = 44.67***	

Note. N = 86. SE = standard error, LL = lower limit of the 95% confidence interval, UL = upper limit of the 95% confidence interval.

* $p < .05$. ** $p < .01$. *** $p \leq .001$.

Hypothesis 1 proposed that team culture positively influences team performance. Through the obtained results it is possible to observe the direct relationship between the independent and outcome variable supports this hypothesis ($\beta = 0.65$; $p < .01$).

Hypothesis 2 stated that team culture positively influences team commitment. This is supported by the results, which show a positive and significant relationship between team culture and team commitment ($\beta = 1.13$, $p < .001$).

Hypothesis 3 posited that team commitment positively mediates the relationship between team culture and team performance. Regarding mediation, the results demonstrate a positive and significant indirect effect ($\beta = .44$) and a direct positive and significant effect ($\beta = .22, p = .04$), which indicates a partial mediation. The total variance explained by this model is 59% ($R^2 = .588, p < .001$). This supports hypothesis 3.

Hypothesis 4 proposed that team culture positively influences team work engagement. The results demonstrate a positive and significant relationship between team culture and team work engagement ($\beta = .80, p < .001$), supporting the hypothesis.

Hypothesis 5 suggested that team work engagement positively mediates the relationship between team culture and team performance. The results demonstrate a positive and significant indirect effect ($\beta = .28$) and a direct positive and significant effect ($\beta = .37, p = .001$), which indicates partial mediation. The total variance explained by this model is 51% ($R^2 = .52, p < .001$). This supports the hypothesis.

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4. Discussion

Although there is empirical research on the connection between culture and team performance (Shin et al., 2015), little is known about the role of team culture on team commitment, team work engagement, and team performance. To deepen the discussion on the effect of team culture on the team performance raised by Shin et al. (2015) — they performed the analysis exclusively on Korean teams and pointed out the need to apply the study to other distinct cultural teams — this study explores the mediating role of team commitment and team work engagement between team culture and team performance. In addition to this mediation, we propose that different team cultures affect team performance. As far as we are aware, no previous research has investigated these relationships.

The first hypothesis proposed that team culture positively influences team performance, which was supported by the results. We have thus demonstrated that when team members share the same insights on emergent and simplified sets of norms, values and beliefs developed after mutual interactions makes them expect the same type of work and behaviour (Earley & Mosakowski, 2000; Rebelo et al., 2016; Shin et al., 2015) thus promoting team performance (Shin et al., 2015). Based on the results, it can be inferred that the team members demonstrating a higher level of team culture will positively influence the levels of team performance because they will meet or exceeds the quantity and quality of the performance standards set by whomever receives and / or reviews the output (Hackman, 1987).

The second hypothesis proposed that team culture influences team commitment and was also supported by the results. Individuals with a positive perception of their team culture are more likely to be more committed to it. As per Shin et al. (2015), team culture affects team commitment by promoting behavioural norms within a team and an aspiration and investment towards common goals. As conceptualised at the team level, based on the organisational commitment of Pearce and Herebik (2004), team commitment is a feeling of attachment that members of a team have. This emotional connection a team member forms with a team leads to a desire to keep working within that team and be committed to it. Members feel integrated because they share the same set of values and feel proud to be part of their specific team instead of another (Bishop & Scott, 2000; Shin et al., 2015).

The third hypothesis suggested that team commitment positively mediates the relationship between team culture and team performance. It is possible to infer this to be the case because a higher level of commitment and the desire to keep working on a team leads to better performance. Members of committed teams feel they share the same values and are proud to be part of the team. They care about the success, well-being, and future of the team, which translates to higher investment and performance on their part (Bishop & Scott, 2000; Mäkikangas et al., 2016; Shin et al., 2015; Yalabik et al., 2015; Lok et al., 2015).

The fourth hypothesis posited that team culture positively influences team work engagement. Members of a team who feel integrated, valued and that their contributions matter also feel inspired, energetic and willing to work with that team even despite possible external setbacks (Costa et al., 2014; Costa et al., 2015; Shin et al., 2015). Thus, the stronger the team culture, the greater the team work engagement of its members.

The fifth hypothesis defended that team work engagement positively mediates the relationship between team culture and team performance. According to Mäkikangas et al. (2016), workers who feel engaged present better results. When members of a team feel integrated — because they share the same values and behaviours (Shin et al., 2015) — and that their team can be a safe space (Costa et al., 2014), they also feel inspired and enthusiastic and actively participate in team work (Costa et al., 2014; Marks et al., 2001). In addition, team members regularly being in each other's company promotes the influence of emotions and behaviours, an emotional contagion that makes members of that team share and experience the same emotional states (Costa et al., 2014). When feeling happy and proud (even during more demanding work), these team members engage in extra-role behaviour, even losing track of time due to their work immersion (Costa et al., 2014).

4.1. Limitations and Future Researches

This study has a few limitations which may be addressed in later research. Among them is that data was collected via an online questionnaire, from individuals integrating different teams and organisations. As a suggestion for future research, it would be important to apply the same research model to teams from the same organisation with the goal of assessing the extent to which team culture impacts performance on different teams regardless of

organisational culture. We also consider it pertinent to analyse different teams in different organisations. In future research it would be interesting to do this analysis with more team members or even with teams from different countries, because results may vary according to the country's culture.

Another limitation was the number of responses obtained. Despite sufficient for this study, it prevents an eventual generalisation. Responses to the questionnaire may be subject to interpretation errors because the questionnaire used depends on self-assessment and reflection of the levels of team culture and the relationship they have with team commitment, team work engagement and team performance, where the employee exercises functions in their team. Furthermore, responses may be biased because they require individuals to make judgments about their own abilities (Ciarrochi, Dean & Anderson, 2002). Finally, we may take into account the factor of social desirability.

The second limitation is related to the sample's characterisation. From the group of 86 individuals who participated in this research, all employees belonged to different teams from different organisations. In future research, greater heterogeneity should be sought, including in the sample collaborators from different teams and organisations from different sectors, in order to confirm the transversality of the dimensions analysed in this study. Another limitation refers to the sample being mainly made up of women, making it necessary in a further studies to balance the number of female and male individuals.

Finally, there's a limitation to the data having been collected in a single moment in time. As such, it is not possible to make inferences regarding the causal relationships between the studied variables, the results being only indicative of the nature (positive or negative) of these relationships. In this sense, it would be interesting in future research to carry out longitudinal studies in order to mitigate the limitation.

Furthermore, it would be interesting to analyse the influence of each type of team culture on team performance while using team commitment and team work engagement as mediators. Because different types of team culture have different features, each may influence the studied markers in different ways, leading to a greater or lesser influence on team performance. It would also be intriguing to introduce in the model of this study the role of leadership in teams and consequent influence on team culture, team commitment, team work engagement and team performance.

This study is relevant in the analysis of the positive influence of team culture in team performance, but it would be equally relevant in future research on the influence of team culture in team performance and how team performance affects the results of organisations.

4.2. Practical Implications

Despite limitations of the present study, it presents positive and important aspects to be considered in organisational practice. It demonstrates the importance of team culture and its effects on team commitment and team work engagement, as well as their influence on team performance. Study results reveal strong support in the literature, which strengthens the importance of the theme.

This study is also important for organisations, as it reinforces the importance and need for different teams to share a sense of cohesion among their members in order to overcome difficulties and be more competitive in their market. Furthermore, we show that employees who feel integrated and valued in their teams have a greater commitment to their teams and work, which leads to better team performance.

It is therefore pertinent to say that human resources departments must work on their team's internal cultures, as it better promotes the achievement of collective objectives by positively influencing team work engagement, which consequently influences team performance.

When team culture positively influences team commitment, it can be assumed that members have a stronger incentive to remain on the team. Thus, it can be assumed there will be decreased turnover when investing on the internal culture of teams.

By evidencing a direct relationship between internal culture and its results, this study allows us to affirm that leaders must develop and foster that same culture within their team, managing to adapt the best strategies to the members of their teams.

Because team culture refers to members who share the same insights on emergent and simplified sets of norms, values and beliefs developed after mutual interactions and expect the same type of work capability and behaviour among members (Earley & Mosakowski, 2000; Rebelo et al., 2016; Shin et al., 2015), it's important to align the recruitment processes to the existing team cultures. Recruitment presupposes the identification of candidates with

certain skills and behaviours for teams within organisations, so it is relevant to align recruitment practices with the profiles sought, according to the internal culture of each team. Human Resources Departments should have to foster a team culture with the leaders and managers of their organisations. The results of this study reinforce this idea and reveal that it is necessary to develop and think of new ways to increase team culture.

Thus, it is important that the value of team culture is present and formalised in the organisation's mission, vision and values and to implement programs and action plans to develop this area with employees. In sum, the present study intensifies the need for more attention on these topics in a human resources direction.

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APPENDIX A

Appendix A – Questionnaire

1. Este questionário insere-se num projeto de investigação que está a ser desenvolvido por um grupo de investigadores do Instituto Universitário de Lisboa – ISCTE-IUL. O projeto de investigação tem como principal objetivo analisar os fatores relacionados com o trabalho em equipa que contribuem para a eficácia das equipas.
2. Os dados recolhidos serão exclusivamente analisados pela equipa de investigação, estando garantido o anonimato.
3. As perguntas estão construídas de modo a que apenas tenha de assinalar a resposta que lhe parecer mais adequada. Procure responder sem se deter demasiado tempo em cada questão.
4. Não há respostas certas ou erradas. Interessa-nos, exclusivamente, a sua opinião pessoal.
5. Para cada pergunta existe uma escala. Pode utilizar qualquer ponto da escala desde que o considere adequado.
6. Responda a todo o questionário de seguida, sem interrupções.
7. Tempo desejável para responder a todo o questionário: 15 minutos.

Para qualquer esclarecimento, ou para receber informação adicional sobre o estudo, por favor, contacte a Prof^a Doutora Catarina Santos (catarina_marques_santos@iscte.pt).

Obrigado pela sua colaboração!

Para responder às questões pense na equipa com que está neste momento a trabalhar num projeto.

I. Ambiente da equipa

As questões que se seguem dizem respeito à cultura da equipa. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente	
1	2	3	4	5	6	7	
1. A minha equipa é um espaço muito pessoal. É como uma outra família. As pessoas partilham bastante acerca delas próprias.	1	2	3	4	5	6	7
2. A minha equipa é um espaço empreendedor e dinâmico. As pessoas da equipa estão dispostas a arriscar novas ideias e a correr riscos.	1	2	3	4	5	6	7
3. A minha equipa é muito orientada para os resultados. A sua maior preocupação é fazer o trabalho. As pessoas são muito competitivas e orientadas para a realização das tarefas.	1	2	3	4	5	6	7
4. A minha equipa é um espaço muito controlado e estruturado. Existem procedimentos formais que regulam o que as pessoas fazem.	1	2	3	4	5	6	7
5. O estilo de gestão da minha equipa caracteriza-se pelo trabalho em equipa, pelo consenso e pela participação entre os membros da equipa.	1	2	3	4	5	6	7
6. O estilo de gestão da minha equipa caracteriza-se pela liberdade individual de arriscar novas ideias, pela inovação e pela singularidade.	1	2	3	4	5	6	7
7. O estilo de gestão da minha equipa caracteriza-se por um grande sentido de competitividade, grandes exigências e concretização de tarefas.	1	2	3	4	5	6	7
8. O estilo de gestão da minha equipa caracteriza-se pela segurança do trabalho, conformidade, previsibilidade e estabilidade nas relações.	1	2	3	4	5	6	7
9. A minha equipa enfatiza o desenvolvimento humano. Existe elevada confiança, abertura e participação entre os membros.	1	2	3	4	5	6	7
10. A minha equipa enfatiza a aquisição de novos recursos e a criação de novos desafios. Valoriza-se a capacidade de experimentar novos métodos de trabalho e perspetivar novas oportunidades.	1	2	3	4	5	6	7

11. A minha equipa enfatiza ações e execuções competitivas. Constantemente acerta nos aspetos-chave e ganha espaço no mercado.	1	2	3	4	5	6	7
12. A minha equipa enfatiza a permanência e a estabilidade. É importante que haja eficácia, controlo e operações estáveis e tranquilas.	1	2	3	4	5	6	7
13. A minha equipa define o sucesso numa base do desenvolvimento de recursos humanos, do trabalho em equipa, empenho das pessoas e preocupação com as mesmas.	1	2	3	4	5	6	7
14. A minha equipa define sucesso com base na capacidade de se ser capaz de criar produtos líderes de mercado, únicos, inovadores e recentes.	1	2	3	4	5	6	7
15. A minha equipa define sucesso com base na capacidade de ganhar espaço no mercado e ultrapassar a concorrência. Liderança competitiva no mercado é a chave do sucesso.	1	2	3	4	5	6	7
16. A minha equipa define sucesso com base na eficiência. É crucial que os resultados de trabalho sejam de confiança e que a produção tenha um baixo custo.	1	2	3	4	5	6	7

II. Procura de informação

As questões que se seguem dizem respeito à forma como a sua equipa discute e procura informação durante a realização das tarefas. Indique, por favor, o seu grau de concordância com cada uma das afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. A minha equipa reserva tempo para explorar formas de melhorar os processos de trabalho.	1	2	3	4	5	6	7
2. A minha equipa tende a lidar com as diferenças de opinião em privado, em vez de as discutir diretamente como um grupo.	1	2	3	4	5	6	7
3. Os membros da minha equipa procuram informação relevante fora da equipa (por exemplo, com outras equipas da empresa onde trabalham).	1	2	3	4	5	6	7
4. A minha equipa procura nova informação que nos leva a fazer mudanças importantes nos processos de trabalho.	1	2	3	4	5	6	7
5. Na minha equipa há sempre alguém que se certifica que paramos para refletir sobre os nossos processos de trabalho.	1	2	3	4	5	6	7
6. Os membros da minha equipa falam frequentemente entre si para explorar novas ideias sobre os assuntos em discussão.	1	2	3	4	5	6	7
7. A minha equipa pede a pessoas externas à equipa para apresentarem informação/ideias ou discutirem connosco internamente.	1	2	3	4	5	6	7
8. Na minha equipa a informação dos membros é complementada com a informação que os outros membros possuem.	1	2	3	4	5	6	7
9. Na minha equipa os membros retiram conclusões em conjunto tendo por base as ideias discutidas no seio da equipa.	1	2	3	4	5	6	7
10. Os membros da minha equipa elaboram as suas ideias com base na informação e ideias dos outros membros.	1	2	3	4	5	6	7

III. Organização do tempo

As questões que se seguem dizem respeito à forma como os membros da sua equipa partilham ideias sobre a organização do tempo durante a realização das tarefas. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. Na minha equipa temos a mesma opinião sobre o cumprimento de prazos.	1	2	3	4	5	6	7
2. Na minha equipa temos pensamentos semelhantes sobre a melhor forma de usarmos o tempo.	1	2	3	4	5	6	7
3. Na minha equipa concordamos sobre a forma de distribuir o tempo disponível.	1	2	3	4	5	6	7
4. Na minha equipa temos ideias semelhantes no que se refere ao tempo necessário para realizarmos determinadas tarefas.	1	2	3	4	5	6	7

IV. Discussão de problemas

As questões que se seguem dizem respeito à forma como os membros da sua equipa discutem os problemas durante a realização das tarefas. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. Os membros da minha equipa não toleram os erros uns dos outros.	1	2	3	4	5	6	7
2. Os membros da minha equipa são capazes de discutir entre si problemas e assuntos difíceis.	1	2	3	4	5	6	7
3. Os membros da minha equipa por vezes rejeitam outros membros por serem diferentes.	1	2	3	4	5	6	7
4. Na minha equipa é seguro correr riscos e/ou arriscar novas ideias.	1	2	3	4	5	6	7
5. Na minha equipa é difícil pedir auxílio aos outros membros.	1	2	3	4	5	6	7
6. Ninguém da minha equipa prejudicaria deliberadamente outro membro.	1	2	3	4	5	6	7
7. Ao trabalhar com os membros da minha equipa, as minhas competências e o meu talento são valorizados e utilizados.	1	2	3	4	5	6	7

V. Identificação com a equipa

As questões que se seguem dizem respeito à forma como se identifica com a equipa. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. Digo convictamente aos meus amigos que a minha equipa é uma grande equipa para se trabalhar.	1	2	3	4	5	6	7
2. Aceitaria qualquer trabalho com o intuito de continuar a trabalhar com a minha equipa.	1	2	3	4	5	6	7
3. Acho que os meus valores e os valores da minha equipa são muito semelhantes.	1	2	3	4	5	6	7
4. Tenho orgulho em dizer aos outros que faço parte desta equipa.	1	2	3	4	5	6	7
5. A minha equipa inspira-me a ter o melhor desempenho possível.	1	2	3	4	5	6	7
6. Estou extremamente satisfeito(a) por ter escolhido esta equipa para trabalhar em vez de outras.	1	2	3	4	5	6	7
7. Preocupo-me bastante com o futuro desta equipa.	1	2	3	4	5	6	7
8. Para mim, esta é a melhor equipa para se trabalhar comparativamente a outras.	1	2	3	4	5	6	7

VI. Atuação do líder da equipa

Pense nos comportamentos adotados pelo líder da equipa. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

O líder da minha equipa:

1. Revê resultados de desempenho relevantes com a equipa.	1	2	3	4	5	6	7
2. Monitoriza a equipa e o desempenho dos colaboradores.	1	2	3	4	5	6	7
3. Sugere novas formas de realizar o trabalho.	1	2	3	4	5	6	7
4. Fornece feedback positivo quando a equipa tem um bom desempenho.	1	2	3	4	5	6	7
5. Contribui com ideias concretas para melhorar o desempenho da equipa.	1	2	3	4	5	6	7
6. Comunica questões relativas ao trabalho realizado pela equipa e ao seu desempenho	1	2	3	4	5	6	7
7. Desafia o modo como as coisas estão a funcionar.	1	2	3	4	5	6	7
8. Mantém-se informado sobre o que as outras equipas/unidades estão a fazer.	1	2	3	4	5	6	7
9. Implementa ou ajuda a equipa a implementar soluções para os problemas.	1	2	3	4	5	6	7
10. Repara em falhas nos procedimentos ou trabalho desenvolvido pela equipa.	1	2	3	4	5	6	7
11. Comunica o que é esperado da equipa.	1	2	3	4	5	6	7
12. Participa na resolução de problemas com a equipa.	1	2	3	4	5	6	7
13. Assegura que a equipa tem objetivos claros de desempenho.	1	2	3	4	5	6	7
14. Mantém padrões de desempenho claros.	1	2	3	4	5	6	7
15. Revê resultados de desempenho relevantes com a equipa.	1	2	3	4	5	6	7

VII. Atuação do líder da equipa

Pense novamente nos comportamentos adotados pelo líder da equipa. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. O líder diz à equipa como interpretar eventos ou situações com que a equipa se depara.	1	2	3	4	5	6	7
2. O líder diz à equipa como compreender (dar sentido a) eventos ou situações.	1	2	3	4	5	6	7
3. O líder explica à equipa o significado de eventos ou situações ambíguas.	1	2	3	4	5	6	7
4. O que o líder diz, muda a forma como a equipa interpreta eventos ou situações com que se depara.	1	2	3	4	5	6	7
5. O que o líder diz, altera a forma como a equipa pensa sobre eventos ou situações com que se depara.	1	2	3	4	5	6	7
6. O que o líder diz, modifica a forma como a equipa pensa sobre eventos ou situações com que se depara.	1	2	3	4	5	6	7
7. O líder encoraja a equipa a interpretar em conjunto o que acontece à equipa.	1	2	3	4	5	6	7
8. O líder promove a discussão, em equipa, de diferentes perspetivas sobre eventos ou situações com que a equipa se depara.	1	2	3	4	5	6	7
9. O líder encoraja os membros da equipa a dar o seu ponto de vista sobre eventos ou situações com que a equipa se depara.	1	2	3	4	5	6	7
10. O líder promove o desenvolvimento de um entendimento partilhado entre os membros da equipa acerca de eventos e situações com que a equipa se depara.	1	2	3	4	5	6	7
11. O líder encoraja a equipa a, em conjunto, dar sentido a situações ambíguas.	1	2	3	4	5	6	7
12. O líder encoraja os membros da equipa a olhar de diferentes perspetivas para eventos ou situações com que a equipa se depara.	1	2	3	4	5	6	7

VIII. Sentimentos em Relação ao Trabalho

As questões que se seguem dizem respeito a sentimentos que algumas equipas têm em relação ao seu trabalho.

Por favor, leia atentamente cada um dos itens a seguir e responda se a sua equipa já experimentou o que é relatado, em relação ao trabalho realizado em conjunto. Utilize, por favor, a seguinte escala.

Em relação ao nosso trabalho em equipa sentimos que:

Nunca	Raramente	Poucas vezes	Às vezes	Muitas vezes	Quase sempre	Sempre
1	2	3	4	5	6	7

1. Quando estamos a trabalhar sentimo-nos cheios de energia.	1	2	3	4	5	6	7
2. Sentimo-nos com força e energia quando estamos a trabalhar.	1	2	3	4	5	6	7
3. Estamos entusiasmados com o nosso trabalho.	1	2	3	4	5	6	7
4. O nosso trabalho inspira-nos.	1	2	3	4	5	6	7
5. Quando chegamos ao local de trabalho de manhã, temos vontade de começar a trabalhar.	1	2	3	4	5	6	7
6. Somos felizes quando trabalhamos intensivamente.	1	2	3	4	5	6	7
7. Estamos orgulhosos do trabalho que fazemos.	1	2	3	4	5	6	7
8. Estamos imersos no nosso trabalho.	1	2	3	4	5	6	7
9. "Deixamo-nos levar" quando estamos a trabalhar.	1	2	3	4	5	6	7

VIII. Trabalho em equipa

Pense nos comportamentos adotados pela equipa. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

10. Nós, enquanto equipa, interpretamos em conjunto os eventos ou situações com que nos deparamos.	1	2	3	4	5	6	7
11. Na nossa equipa nós discutimos e integramos pontos de vista distintos sobre eventos ou situações com que nos deparamos	1	2	3	4	5	6	7
12. Nós, enquanto equipa, desenvolvemos um entendimento global sobre os eventos ou situações com que nos deparamos.	1	2	3	4	5	6	7
13. Na nossa equipa procuramos atingir uma compreensão total e clara sobre os eventos ou situações com que nos deparamos.	1	2	3	4	5	6	7
14. Nós, enquanto equipa e em conjunto, damos sentido a situações ambíguas.	1	2	3	4	5	6	7
15. Nós, enquanto equipa, discutimos diferentes perspetivas sobre como compreender eventos ou situações com que nos deparamos	1	2	3	4	5	6	7
16. Nós, enquanto equipa, procuramos assegurar que temos um entendimento semelhante dos eventos ou situações com que nos deparamos	1	2	3	4	5	6	7
17. Nós, enquanto equipa, encorajamo-nos mutuamente a olhar para eventos ou situações com que nos deparamos de diferentes perspetivas.	1	2	3	4	5	6	7

IX. Trabalho em equipa

As questões que se seguem dizem respeito ao modo como a sua equipa funciona enquanto grupo. Indique, por favor, o seu grau de concordância com as seguintes afirmações. Utilize, por favor, a seguinte escala:

Discordo totalmente	Discordo bastante	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo bastante	Concordo totalmente
1	2	3	4	5	6	7

1. Não hesitaria em participar noutras tarefas com a mesma equipa.	1	2	3	4	5	6	7
2. Se fosse possível, trocava de equipa.	1	2	3	4	5	6	7
3. Se tivesse oportunidade, preferia trabalhar com outra equipa em vez desta.	1	2	3	4	5	6	7

X. Satisfação

A questão seguinte diz respeito ao seu grau de satisfação com a sua equipa. Indique, por favor, até que ponto está satisfeito(a). Utiliza, por favor, a escala seguinte:

Muitíssimo insatisfeito	Muito insatisfeito	Insatisfeito	Nem satisfeito nem insatisfeito	Satisfeito	Muito satisfeito	Muitíssimo satisfeito
1	2	3	4	5	6	7

1. Considerando todos os aspetos da minha participação na equipa, diria que estou:	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

XI. Desempenho da equipa

As questões que se seguem dizem respeito ao desempenho da sua equipa. Indique, por favor, qual o desempenho da equipa. Utilize, por favor, as seguintes escalas:

Muitíssimo mal	Muito mal	Mal	Nem mal nem bem	Bem	Muito bem	Muitíssimo bem
1	2	3	4	5	6	7

1. Habitualmente, de que forma trabalha a sua equipa?	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

Muitíssimo má	Muito má	Má	Nem má nem boa	Boa	Muito boa	Muitíssimo boa
1	2	3	4	5	6	7

2. Habitualmente, qual a qualidade do trabalho desempenhado pela sua equipa?	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

Para terminar, gostaríamos de lhe solicitar alguns dados sociodemográficos, indispensáveis ao tratamento estatístico dos questionários:

1. Sexo: Masculino Feminino

2. Idade: _____ anos

3. Profissão: _____

4. Há quanto tempo trabalha nesta equipa? _____

5. Número de pessoas que trabalham na sua equipa: _____

6. Exerce funções de chefia/liderança nesta equipa? Sim. Há quanto tempo? _____

Não

7. Qual o setor de atividade da empresa em que trabalha?

MUITO OBRIGADO PELA SUA PARTICIPAÇÃO!

APPENDIX B

Appendix B - PROCESS Statistical Outputs

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.1 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
 Y : TeamPerf
 X : TeamCult
 M : TeamWork

Sample
 Size: 86

OUTCOME VARIABLE:
 TeamWork

Model Summary						
R	R-sq	MSE	F	df1	df2	p
,696	,485	,687	79,056	1,000	84,000	,000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	,900	,424	2,122	,037	,057	1,744
TeamCult	,803	,090	8,891	,000	,624	,983

OUTCOME VARIABLE:
 TeamPerf

Model Summary						
R	R-sq	MSE	F	df1	df2	p
,720	,518	,477	44,670	2,000	83,000	,000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1,900	,363	5,240	,000	1,179	2,621
TeamCult	,372	,105	3,545	,001	,163	,580
TeamWork	,347	,091	3,820	,000	,166	,528

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
 TeamPerf

Model Summary						
R	R-sq	MSE	F	df1	df2	p
,659	,434	,554	64,333	1,000	84,000	,000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2,212	,381	5,810	,000	1,455	2,969
TeamCult	,650	,081	8,021	,000	,489	,812

The Influence of Team Culture on Team Performance

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c_ps
c_cs	,650	,081	8,021	,000	,489	,812	,662
	,659						

Direct effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	,372	,105	3,545	,001	,163	,580	,378
	,376						

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
TeamWork	,279	,106	,104	,515

Partially standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
TeamWork	,284	,103	,112	,510

Completely standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
TeamWork	,282	,099	,114	,493

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

The Influence of Team Culture on Team Performance

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.1 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
 Y : TeamPerf
 X : TeamCult
 M : TeamWork

Sample
 Size: 86

OUTCOME VARIABLE:
 TeamWork

Model Summary	R	R-sq	MSE	F	df1	df2	p
	,696	,485	,687	79,056	1,000	84,000	,000

Model	coeff	se	t	p	LLCI	ULCI
constant	,900	,424	2,122	,037	,057	1,744
TeamCult	,803	,090	8,891	,000	,624	,983

OUTCOME VARIABLE:
 TeamPerf

Model Summary	R	R-sq	MSE	F	df1	df2	p
	,720	,518	,477	44,670	2,000	83,000	,000

Model	coeff	se	t	p	LLCI	ULCI
constant	1,900	,363	5,240	,000	1,179	2,621
TeamCult	,372	,105	3,545	,001	,163	,580
TeamWork	,347	,091	3,820	,000	,166	,528

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
 TeamPerf

Model Summary	R	R-sq	MSE	F	df1	df2	p
	,659	,434	,554	64,333	1,000	84,000	,000

Model	coeff	se	t	p	LLCI	ULCI
constant	2,212	,381	5,810	,000	1,455	2,969
TeamCult	,650	,081	8,021	,000	,489	,812

The Influence of Team Culture on Team Performance

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Total effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c_ps
c_cs	,650	,081	8,021	,000	,489	,812	,662
	,659						

Direct effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	,372	,105	3,545	,001	,163	,580	,378
	,376						

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	Effect	BootSE	BootLLCI	BootULCI
TeamWork	,282	,099	,114	,493

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----