

A Study of Key Factors Affecting Teamwork and Organizational Performance

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Abstract—Human resource management is a critical component of effective organizational management for leaders. Human resource development and management are now priorities for organization management in order for the organization to function toward organizational success. Organizational performance is a key indicator of success that can be determined by a variety of metrics, including financial and marketing efficacy. Key elements influencing the success of the company must be taken into account by management. Organizations should also prioritize teamwork, which is a crucial internal component. The significance of teamwork in affecting organizational success has also been highlighted by numerous research. The key elements that influence teamwork and organizational success were compiled by the researchers through a survey of the literature and earlier studies. The researcher's literature review process will study data that is not more than ten years in the past in order to make the data reliable and up-to-date enough to use the research results in the organization's human resource management. Establishing a conceptual framework for research that is crucial to organizational human resource management is the aim of this study. The organization's performance will improve in the short and long terms if operations are concentrated on these crucial elements. The most important goal of an organization's human resource management is to enable the organization to survive in a crisis and ultimately operate sustainably.

Keywords—Teamwork; Organizational Performance; Leadership; Human Resource Practices; Employee Capability, Work Environment

I. INTRODUCTION

To successfully manage an organization, executives need to focus on human resource management. Nowadays, organization management needs to focus on both human resource management and human resource development in order for the organization to operate towards organizational success. An important measure of organizational success is organizational performance, which can be measured by a number of factors such as marketing effectiveness and financial effectiveness. Management must consider important factors that affect organizational performance. This study will summarize the important factors that affect organizational performance as mentioned above. In addition, organizations should focus on an important internal factor, namely teamwork. Many studies have also emphasized the importance of teamwork in influencing organizational success. Past studies have found a number of factors that have a significant effect on organizational teamwork. This study aims to find important factors that affect teamwork in organizations. The researchers conducted this study by reviewing the literature and past research to summarize the important factors that affect teamwork and organizational performance. The goal of this study is to create a conceptual framework for research that is important to human resource management in organizations. Operations focused on these important factors will have a positive impact on the organization's success in both the short and long term.

II. ORGANIZATIONAL PERFORMANCE

Organizational performance is expected to be reflected in improved financial performance in the medium or long term, because performance improvement is at the heart of strategic management [1,12]. Three distinct categories of company outcomes are encompassed within organizational performance: Shareholder return, product market performance, and financial performance [2]. Every organization aspires to grow all the time, and it's crucial to remember that team members' individual performance within the organization has an impact on the overall performance of the organization [1]. Organizational performance is expressed by a variety of observable results, including increased sales, efficiency, improved production, return on investment, and quality improvement [2,12]. The level of effectiveness with which an organization puts itself on the business market using its informational, financial, and human resources is referred to as organizational performance [1]. Companies are starting to recognize that their workforce can provide them with a competitive edge. As a result, it's important to focus on HR procedures that make the most of these resources [13]. Organizational performance is a multifaceted concept that is linked to goals and objectives. It may be characterized as an organization's capacity to make effective use of its resources and provide results that align with its objectives [14]. Customers will undoubtedly profit more from a company that achieves organizational performance (many discounts, diverse selection), and employees will benefit from competitive pay and a high likelihood of advancement [1]. Financial outputs (such as profit or market value), organizational outcomes (such as productivity or customer satisfaction), and human resource outcomes (such as job satisfaction or commitment) are all combined to generate organizational performance [13]. Since people are an organization's most valuable resource, how well it manages their impacts has a significant impact on its overall performance [14]. Richard et al. (2015) define three distinct areas of firm outcomes that are included in organizational performance: shareholder return (total shareholder return, economic value-added, etc.); product market performance (sales, market share, etc.); and financial performance (profits, return on assets, return on investment, etc.) [2].

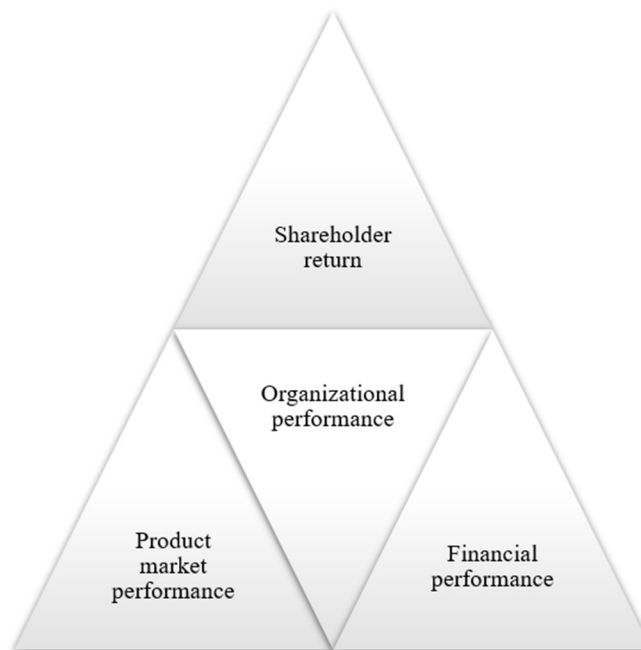


Fig. 1. The three distinct areas of organizational performance (Richard et al., 2015).

III. TEAMWORK

A team is made up of two or more interdependent individuals who work together to accomplish predefined objectives. An efficient team is one that operates under the values of transparency, honesty, and trust and feels that working together is the best approach to accomplish a shared goal [9,26]. To accomplish various goals and maintain competitiveness, many organizations' workforces employ a variety of teams, including production teams, project teams, service teams, and action teams. Flexibility, increased organizational effectiveness, job happiness and performance, employees' technical and interpersonal abilities, quality

of work life, and employee relations are only a few advantages of teamwork [5]. Furthermore, because the responsibilities were distributed evenly among all team members, the fundamental benefit of collaboration is a reduction in workload that improves employee performance even in the face of stress [6,18]. When forming teams, it's important to take into account each employee's unique personality attributes and how well they complement those of their teammates. The performance of both individuals and teams can be greatly enhanced by emotional intelligence, which in turn increases the efficacy of teamwork in the workplace as a whole [5]. When workers collaborate to achieve a common objective while prioritizing the organization's interests, this is referred to as teamwork [7]. To put it simply, the main goal of teamwork is to use an efficient method to raise employees' occupational performance as well as their personal competences and skills that meet job needs [6]. High-performing teams believe that the goals and objectives represent a valuable or significant outcome and have a clear knowledge of the goals and objectives to be achieved [7]. The capacity of collaboration and idea sharing—two key components of teamwork—to support employee learning and the acquisition of new skills is extremely important [5]. The performance of employees in a company is positively impacted by the abilities of their teammates. Organizations need teamwork, especially in the fiercely competitive world of today. Research indicates that companies prioritizing teamwork experience increased innovation, improved problem-solving skills, quicker recognition of errors, and increased efficiency [7,18]. Therefore, managers should make an effort to make sure that each team has the talents needed to function well without having too much of any one skill at the expense of others [6]. Nowadays, a lot of businesses lay a strong focus on collaboration when hiring new staff members, integrating it into the workplace culture [8]. Teamwork's impact on individual performance is influenced by environmental factors, which encompass external attributes like industry traits, turbulent environments, and consumer situations [9]. A company's efficiency rises when all members of the team collaborate to achieve a shared goal. It's called effective teamwork when this happens. During the application process, companies are increasingly searching for applicants that can collaborate well with others. These days, a key consideration in determining a candidate's fitness for a certain role is how well they get along with people. Consequently, the company's output can be optimized for efficiency and effectiveness by leveraging a diverse range of skills [8]. Lombardo and Eichinger (1995) developed the 7T model of team effectiveness, which focuses on the key elements thought to affect collaboration within and among teams. The model presents seven elements, all of which begin with the letter "T" and divide the team into two categories: factors of external teams (Team leader fit and Team support from organization) and factors of internal teams (Thrust, Trust, Talent, Teaming skills, and Tasks skills) [10]. In addition, it was found that there are 5 aspects of team composition: member role, member ability, member personality, team diversity, and team size [26].

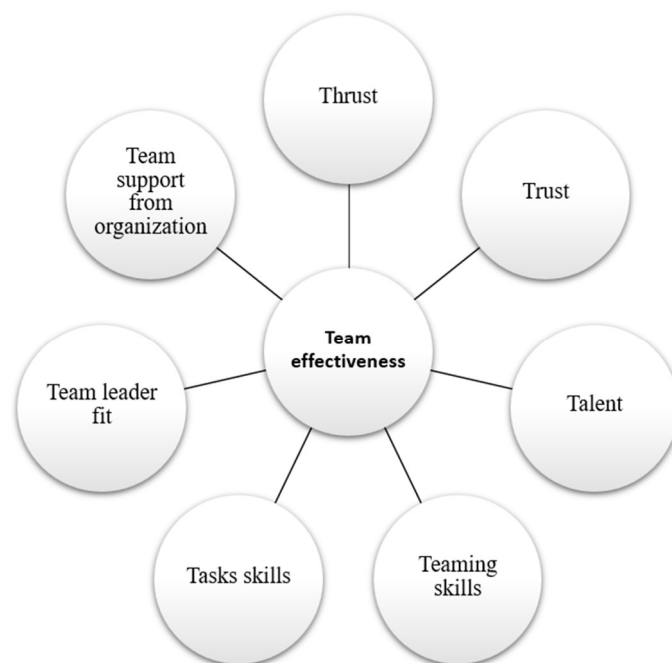


Fig. 2. The 7T model of team effectiveness (Lombardo & Eichinger, 1995).

IV. KEY FACTORS AFFECTING TEAMWORK

From a review of literature and past research, the researcher found three important factors that affect organizational teamwork: leadership, work environment, and the capabilities of employees in the organization.

1. *Leadership*

The importance of leadership in today's environment is underscored by its requirement for economic organizations, individuals, and the entire planet [1,15,26]. While transformational leadership focuses on winning others over to their way of thinking, transactional leadership assists followers in determining what has to be done to achieve desired outcomes [1,26]. Setting a good example for others is one of the best methods to inspire individuals and teams at work. Workers shouldn't be expected to complete jobs that their manager isn't prepared to handle. A leader should be the one to clearly state that working late hours is OK. To increase morale and productivity, managers and other leaders must demonstrate to their staff that they are on an equal footing with them in the workplace [8]. To improve employee performance, management of the firms must have a detailed understanding of the requirements and desires of the workers in their industry. In this way, managers should closely monitor worker demands and changes within the sector [9,15]. In order to optimize productivity and effectiveness across all levels, it is imperative for leaders to draw in and keep the greatest talent [8]. The ability of the leader to passionately guide the working team while attending to each team member's individual requirements determines how effective the leadership process will be [1,15]. By assuring that workers have the tools necessary to complete their tasks and by connecting job success to meaningful rewards, a leadership style facilitates the organization's ability to accomplish its current goals more quickly [15]. Employee participation in organizational decision-making is encouraged by democratic leadership styles. Staff input is another way that leadership enables them to be motivated [15]. Companies must give teamwork a high priority if they hope to keep and grow their competitive advantage in the marketplace. In this, managers have a significant role [17,21,22,26].

2. *Work environment*

A pleasant workplace promotes staff retention and satisfaction, but an unfavorable one may result in resignations, which eventually lessens member interaction. A perfect workplace also increases workers' satisfaction, which raises their level of comfort, motivation, and creativity. This feeling of well-being drives the team's internal experience and encourages positive behaviors, like improving communication among coworkers, fostering interpersonal connections, and fostering cooperation [18,22]. It has been discovered that cooperative effort within teams to improve team performance depends on team cohesion and communication [22]. One of the most important factors in the success of team building is communication, which may be improved inside the team by using social media [21]. Social media is a kind of new technology that people and organizations use to exchange information and communicate in many contexts. Web-based platforms that can be used in the workplace to support resource creation, teamwork, and the exchange of essential work-related information and content, such as task management, keeping track of work and events, and official internal corporate communication, are referred to as work-oriented social media [23]. Conversely, social media platforms that focus on sociability (socialization-oriented social media) are individual and rely on employees' initiative. The coexistence of social media platforms focused on sociability and work enhances team and employee effectiveness [23,24]. Social media platforms including email, instant messaging, and notification services facilitate opinion sharing and the search for the best answer to a given issue [21]. Work-related and relationship-related team social media usage are positively affect team creativity [24]. One attribute of high-performing teams was found to be open communication and feedback regarding both strengths and faults [22]. Through both the personal work process and the human interaction process, the cooperative atmosphere and the comfort of the working environment all favorably affect the efficiency of teamwork [18].

3. *Employee capability*

The term "group" or "team" learning describes how an interconnected group of people can acquire information, skills, and performance capabilities through contact and experience [19]. A team cannot function effectively if its members don't have the information, skills, abilities, or resources needed to finish the task at hand [18,19]. Individual learning serves as the foundation for team learning [19]. Employee learning capacity has a favorable impact on the effectiveness of teamwork through both the individual and interpersonal work processes [18]. Teams that were more effective and efficient on average may be assumed to have shared information or learnt from one another because each member had some unique information to assist determine the sort of contact [19]. The results of the study showed that personality qualities were very important for productive teamwork

[20,26]. The majority of definitions of personality traits often cover the whole mental makeup of an individual at any stage of their development. It recognizes all facets of the human personality, including motivations, aptitude, morals, feelings, ideas, and other critical domains of psychological function developed over the course of conscious mental existence. Colquitt et al. (2009) also established the "big five" aspects of personality traits, which are extraversion, neuroticism, conscientiousness, agreeableness, and openness to new experiences [20]. Also, the effective teamwork across a variety of work teams was correlated with each team member's unique knowledge, skills, and abilities (KSAs) [19]. Individuals or complete teams may receive team training interventions, based on the specific KSAs that need to be learned. This indicates that there is a vast array of training tactics that are especially appropriate for intact teams, in addition to the fact that the entire spectrum of training interventions applicable to individual learning are relevant to team training [19]. Being able to manage one's own emotions enables team members to be motivated to listen, be receptive to other people's viewpoints, and search for answers that come from a common ground without feeling vulnerable to making a mistake. In this way, possessing emotional intelligence can greatly enhance both individual and group performance, hence enhancing the general efficacy of teamwork within the workplace [5]. In conclusion, the capabilities of employees in an organization are important to the development of teamwork in the organization. Executives of the organization need to give importance to developing the capabilities of employees at all levels in order to affect the teamwork of employees in the organization.

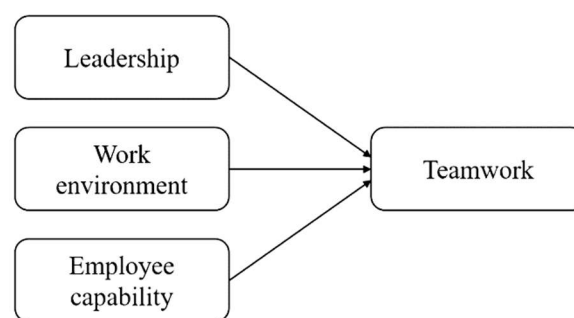


Fig. 3. Key factors affecting organization's teamwork.

V. KEY FACTORS AFFECTING ORGANIZATIONAL PERFORMANCE

From a review of literature and past research, the researcher found four important factors that influence organizational performance: leadership, knowledge, human resource practices, and employee engagement in the organization.

1. Leadership

Currently, a leader is the "key" to success for any organization that successfully accomplishes its objectives and finds innovative solutions to its difficulties [1]. The leadership of an organization bears the primary responsibility for reaching performance, since they are tasked with formulating and executing plans and decisions that will culminate in the accomplishment of the business's goals and objectives [2]. Managers are the most valuable individuals in an organization. It is important to recognize their function in resource management, performance evaluation, strategy influence, and leadership. In light of the critical role that managers play within an organization, the main objective of management development is to cultivate managerial potential that will enhance organizational performance [4]. Leadership is defined as the process of mutual influence between a leader and his followers. A leader and a follower influence each other over time [1]. Both employee performance and employee satisfaction are impacted by leadership styles [6]. Organizational performance is correlated with an organization's leadership style [15]. The ability of leaders to lead a team and foster a cooperative work environment are key factors in organizational performance [1]. Supervisors need to design and implement a suitable incentive program for employees to encourage their involvement in group projects. They also need to define goals for the team that relate to the company's strategic plan, employee development, and overall performance [6]. The fact that the accomplishment of the organizational objectives considers both the effectiveness of the work team's collective efforts and the leadership's capabilities highlights the role of leadership at the organizational level. To sum up, the effectiveness of an organization and individual performance are linked by leadership and management abilities are evident in the company's overall performance [1,2]. In order to accomplish corporate objectives and boost performance even more, management endeavors to employ a variety of strategies and tactics [15].

2. *Knowledge*

Knowledge is an advantage to the company that enables it to use strong management techniques for performance [3]. Regarded as one of the essential procedures of organizational learning is knowledge management. It is commonly acknowledged that learning companies can improve performance and competitiveness by becoming more capable [2]. The alignment of internal and external resources is closely linked to knowledge management, as it facilitates the explanation, interchange, and sharing of company information among participants [3]. Four components make up the process of managing knowledge generation for the performance of the company: Analysis of internal and external influences, knowledge generation mods, knowledge transformation, and knowledge distribution for improving performance [2]. Without a doubt, effective knowledge management contributes to performance [2]. However, Infrastructure, or technology, culture, and organization, as well as suitable process architecture, are necessary for knowledge management [3]. The process of creating new knowledge involves transforming tacit and explicit knowledge, respectively. Knowledge that can be expressed verbally, written down, and kept in databases, for example, is referred to as explicit dimension. The individual's experience, thoughts, and feelings are referred to as the tacit one [2]. In conclusion, knowledge is important to organizations, especially knowledge is one of the important factors that affect organizational performance. Therefore, the organization's management must give importance to the process of knowledge development and knowledge transfer in the organization in order to ultimately create organizational success.

3. *Human Resource practices*

An organization cannot develop and foster internal rivalry without making regular investments in its human resources. Employees may be a source of competitive advantage, as organizations are realizing. The HR procedures that make the most use of these resources must therefore be given careful consideration [13]. It discovered a favorable correlation between organizational performance and the degree of HR practices used [2,4,11,13]. The organization deals with a lot of obstacles from the outside world, which makes it necessary for it to undergo ongoing training in order to accomplish the intended aim [1]. The most valuable resource for every firm is its people, hence how well it controls their effects has a big impact on its overall performance [14]. Managers ought to endeavor to furnish their staff with avenues for talent enhancement and technology acquisition, as these augment organizational efficacy. Therefore, organization-sponsored training ought to be considered a means of enhancing intellectual capital [4]. The usage of electronic HRM improves cost effectiveness and HRM procedures, which improves organizational performance [13]. When e-HRM is implemented, work procedures, information flows, and new technical applications that employees must use are all changed. Investing in training often enhances organizational performance in terms of lower absenteeism and conflict, more market share, lower turnover, better quality, and higher productivity [4]. Organizations should implement HR practices (e.g. training and development) to achieve excellent organizational performance [4,13]. In conclusion, good human resource practices in an organization are important for creating performance in an organization. The organization's management needs to give importance to the development of good practices regarding human resource management in order to affect organizational performance.

4. *Employee engagement*

Because human capital is an organization's most valuable resource, how well it manages its workforce has a significant impact on its overall performance [14]. An organization's bottom line is significantly impacted by employee engagement [4]. Leaders have an obligation to inspire employees' commitment and engagement in order to achieve job performance. On the other hand, engagement is the responsibility of both managers and employees in order to accomplish company goals and objectives [16]. The performance of an organization is positively and significantly impacted by employee engagement [2,4,14]. Variables including job involvement, job satisfaction, organizational commitment, and organizational citizenship behaviors are commonly used in definitions of employee engagement [4]. Managers are advised to consider the many aspects of Quality of Work Life in order to attain increased employee commitment and, as a result, improved organizational performance [14]. When followers or workers do not support their leaders, they may become dissatisfied, which may lead to an employee's decision to quit [15]. The engagement of employees with the performance of the organization is positively correlated with their attitude [16]. There is evidence to support the relationship between employee engagement and organizational performance, with higher employee commitment and engagement translating into higher organizational performance [4,16]. In conclusion, employee engagement in an organization is very important, especially employee engagement is one of the important factors that have a significant effect on the organization's performance. Therefore, the management of an organization that aims to create success must give importance to the process of creating employee engagement, which is considered an important factor within the organization.

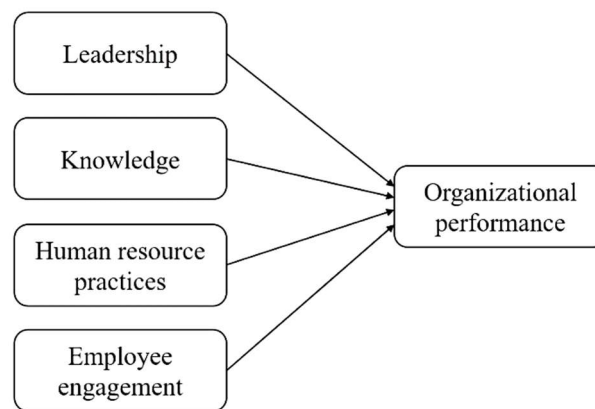


Fig. 4. Key factors affecting organizational performance.

VI. TEAMWORK AND ORGANIZATIONAL PERFORMANCE

An organization is a group of people who collaborate to accomplish a common objective. To gain a competitive edge, an organization forms teams and enhances its procedures [25]. The effectiveness of the work team as a whole influences organizational performance [1, 25]. There used to be convincing evidence linking teamwork and other metrics of overall team performance to improved organizational performance. Experts and researchers suggest that positive teamwork-related behaviors and attitudes can boost workers' productivity and overall performance while also improving their ability to resolve conflicts and handle pressing and unforeseen issues at work [6]. Each team member in an organization should fully engage in the process and collaborate with others to reach the shared objective of raising the organization's performance [8]. The perceived productivity of the organization is positively and strongly correlated with the teamwork approach [25]. That means working as a team can improve the effectiveness and performance of an organization [8, 25]. Managers will find it simpler to assign work to staff members if they foster teamwork. An employee will feel more a part of the company and accountable for their activities if they are valued by their peers [8]. In conclusion, teamwork in an organization is very important and is considered one of the important factors that have a significant effect on the performance of the organization. Therefore, the management of an organization that aims to create success must give importance to the process of creating teamwork among employees, which is considered a very important factor within the organization.

VII. CONCLUSION

An essential element of efficient organizational management is human resource management. Consequently, in order for the organization to work toward organizational success, human resource development and management have become top concerns for organization management. One important success indicator that may be ascertained using a range of measurements is organizational performance. Management needs to consider important factors that impact the company performance. As an essential internal component, organizational teamwork should also be given top priority in organizations. Numerous studies have also demonstrated the importance of organizational teamwork in influencing organizational performance and success. Following a review of the literature and previous studies, the researcher identified three critical elements that influence organizational teamwork: personnel capabilities, work environment, and leadership. Also, the researcher identified four critical elements that affect organizational performance based on a review of the literature and prior studies: knowledge, employee engagement, leadership, and human resource practices. In addition, the results of this study by the researcher also found that teamwork of employees in the organization directly affects the performance of the organization as well. A summary of the important factors affecting teamwork and organizational performance is shown in Figure 5.

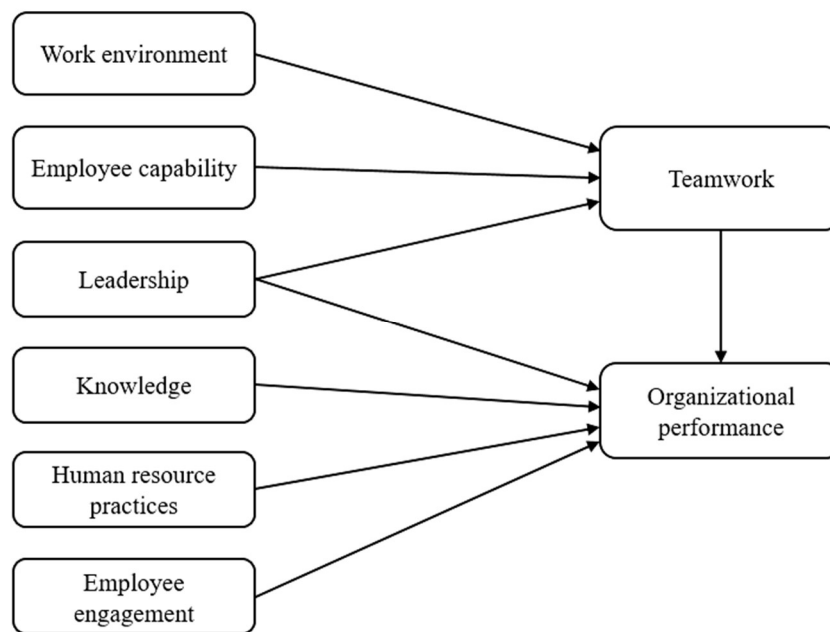


Fig. 5. Proposing the research framework.

VIII. RECOMMENDATION

From the results of this study, the researcher recommends that the organizational management and human resource management teams focus on operations related to various important factors that affect employee teamwork. Work and organizational performance include leadership, employee capability, employee engagement, knowledge, human resource practices, and the working environment of employees in the organization. In addition, the teamwork of employees in the organization also directly affects the performance of the organization. Therefore, corporate executives should focus on developing teamwork among the organization's employees as well. If operations are focused on these important components, both the short and long term performance of the organization will improve.

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