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“Factors Influencing Team Performance in the Contemporary Business Environment”

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“Factors Influencing Team Performance in the Contemporary Business Environment”

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“To my beloved family for their support which made this journey possible”.

Abstract

The dissertation investigates the factors influencing team performance within contemporary organizational environments. The study focuses on the role of leadership styles, training and development, teamwork and cooperation, rewards and recognition, and communication and psychological safety. The study aims to examine which of these organizational and managerial factors contribute to employees' perceptions of team performance.

A quantitative research approach was adopted using a structured questionnaire distributed electronically to employees working in different organizations. Data were collected from 119 respondents through an online survey employing a seven-point Likert scale. The collected data were analyzed using descriptive statistics, correlation analysis and ordered probit regression analysis. In addition, reliability analysis using Cronbach's alpha has been used in order to evaluate the internal consistency of the measurement scales.

The findings indicate that employees perceive leadership support, teamwork, communication, training opportunities and psychologically safe work environments as important contributors to team performance. The regression analysis further revealed that democratic leadership, teamwork, cooperation, communication and psychological safety have a positive and statistically significant effect on team performance. On the other hand, rewards and recognition demonstrated a statistically significant negative relationship with team performance. Lastly, transformational leadership, transactional leadership, authoritative leadership and training and development they are not statistically significant effects within the regression model.

The study focuses on organizational behavior and performance management. It is providing empirical evidence regarding the factors that influence team performance into workplaces. The findings offer practical guidance for managers seeking to improve team effectiveness by promoting collaborative leadership practices, strengthening communication and fostering teamwork. The study provides valuable insights into the management practices that support high-performing teams for future research.

Keywords: Team Performance, Leadership Styles, Teamwork, Training and Development, Rewards and Recognition, Communication, Psychological Safety, Organizational Behavior

Περίληψη

Η παρούσα διπλωματική εργασία διερευνά τους παράγοντες που επηρεάζουν την απόδοση των ομάδων εργασίας στο σύγχρονο οργανωσιακό περιβάλλον. Κύριος σκοπός είναι να εστιάσει στον ρόλο των στυλ ηγεσίας, της εκπαίδευσης και ανάπτυξης, της ομαδικής συνεργασίας, των συστημάτων ανταμοιβής και αναγνώρισης, καθώς και της επικοινωνίας και της ψυχολογικής ασφάλειας. Σημαντικός στόχος της έρευνας είναι να εξετάσει κατά πόσο οι παραπάνω οργανωσιακοί και διοικητικοί παράγοντες επηρεάζουν τους εργαζόμενους σχετικά με την απόδοση των ομάδων.

Ακολουθήθηκε ποσοτική ερευνητική προσέγγιση μέσω δομημένου ερωτηματολογίου, το οποίο διανεμήθηκε ηλεκτρονικά σε εργαζόμενους διαφορετικών οργανισμών και κλάδων δραστηριότητας. Στο σύνολο συλλέχθηκαν δεδομένα από 119 συμμετέχοντες, χρησιμοποιώντας κλίμακα Likert επτά βαθμίδων. Τα δεδομένα αναλύθηκαν με περιγραφική στατιστική, ανάλυση συσχετίσεων και Ordered Probit Regression, ενώ η αξιοπιστία των κλιμάκων αξιολογήθηκε μέσω του συντελεστή Cronbach's Alpha.

Τα αποτελέσματα έδειξαν ότι οι συμμετέχοντες θεωρούν τη δημοκρατική ηγεσία, την ομαδική συνεργασία, την αποτελεσματική επικοινωνία και την ψυχολογική ασφάλεια ως σημαντικούς παράγοντες που ενισχύουν την απόδοση των ομάδων. Επιπλέον, η ανάλυση παλινδρόμησης ανέδειξε ότι η δημοκρατική ηγεσία, η ομαδική συνεργασία και η επικοινωνία με την ψυχολογική ασφάλεια επηρεάζουν θετικά και στατιστικά σημαντικά την απόδοση των ομάδων. Απο την άλλη πλευρά, τα συστήματα ανταμοιβής και αναγνώρισης παρουσίασαν στατιστικά σημαντική αλλά αρνητική σχέση με την εξαρτημένη μεταβλητή. Τέλος, το transformational, transactional και authoritative στυλ ηγεσίας καθώς και η εκπαίδευση και ανάπτυξη, δεν εμφάνισαν στατιστικά σημαντική επίδραση στο τελικό μοντέλο.

Η εργασία συμβάλλει στη βιβλιογραφία της οργανωσιακής συμπεριφοράς και της διοίκησης ανθρώπινου δυναμικού παρέχοντας εμπειρικά δεδομένα σχετικά με τους παράγοντες που διαμορφώνουν την απόδοση των ομάδων εργασίας. Παράλληλα, προσφέρει χρήσιμα συμπεράσματα για τα διοικητικά στελέχη που επιδιώκουν τη βελτίωση της αποτελεσματικότητας των ομάδων μέσω της συμμετοχικής ηγεσίας, της ενίσχυσης της συνεργασίας και της δημιουργίας θετικού εργασιακού περιβάλλοντος. Παρά τους περιορισμούς της έρευνας, όπως η χρήση δειγματοληψίας ευκολίας και ο συγχρονικός σχεδιασμός, τα ευρήματα παρέχουν σημαντικές κατευθύνσεις για μελλοντική έρευνα.

Λέξεις –κλειδιά: Απόδοση Ομάδων, Στυλ Ηγεσίας, Ομαδική Συνεργασία, Εκπαίδευση και Ανάπτυξη, Ανταμοιβές και Αναγνώριση, Επικοινωνία, Ψυχολογική Ασφάλεια, Οργανωσιακή Συμπεριφορά

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Chapter 1

Introduction

Traditionally, organizations focused on individual performance and personal achievement. Over time, modern business environments emphasize in teamwork and performance instead of individual work. Companies finally recognize that collaboration and coordination among employees are essential for achieving organizational goals and maintaining competitiveness. Effective teams create higher levels of communication and problem-solving ability compared to individual work structures according to Katzenbach and Smith (1993). As a result, organizations increasingly invest in team-based structures and environments in order to improve the overall organizational performance.

Teamwork in modern organizations has an important advantage which is diversity among team members. Each member of the team has different background, experiences, personalities and skills that allows organizations to approach projects, problems and business decisions from multiple perspectives. Different ideas and viewpoints create better solutions and more effective decision-making processes. Based on bibliography and Robbins and Judge (2019), diverse teams can improve innovation, adaptability and organizational learning when collaboration and communication are effectively managed.

In organizations, teamwork plays an important role in order to achieve organizational and operational goals. Many companies rely on teams to deliver high quality services and improve productivity. Understanding the factors that influencing team performance is an important key in management research. Teamwork and employee collaboration are essential elements of organizational effectiveness and business success. Robbins and Judge (2019).

In recent years, due to the increasingly competitive business environments, technological developments and market uncertainty has changed the customer expectations and lead companies to be more flexible and adaptable. As a result, organizations need effective teams in order to maintain performance and achieve the targets.

In many industries, especially in operational environments such as logistics, production, supply chain management and customer service, teamwork is truly important for daily operations. Teams are required to coordinate in daily tasks, exchange information and solve operational problems. Therefore, the effectiveness of teams can directly affect productivity, service quality, customer satisfaction, and organizational performance. Team performance can be affected by several factors. Leadership behavior, training opportunities, teamwork, rewards, and communication are some of the most important ones. When these factors function well, teams can work more effectively and achieve better results. On the other side, poor communication and ineffective leadership may negatively affect employee and reduce team effectiveness.

For all the above reasons, organizations focus on identifying the factors that improve team performance and support employees in their daily work. Understanding these factors is extremely important in business environments as the organizational

success often depends on the ability of teams to perform effectively under pressure and adapt to continuous change.

Despite the fact that the last years, the importance of teamwork in organizations have increased and team performance has received considerable attention in the organizational behavior literature, previous studies have often examined its determinants separately. Most existing research has focused on individual factors. These factors are leadership style, training programs, communication practices or reward systems. As a result, limited attention has been given to the simultaneous examination of multiple organizational and behavioral factors that may jointly influence team performance.

Furthermore, many previous studies have been conducted within specific industries, organizational or cultural methods, limiting the generalizability of their findings. In addition, the interaction between leadership characteristics, organizational practices, and employee demographic characteristics remains insufficiently explored.

This study seeks to address these gaps by providing an integrated examination of the determinants of team performance. It investigates the combined effects of leadership styles (democratic, transactional, transformational, and autocratic), training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety, while also controlling for demographic and organizational characteristics.

The contribution of this study is on two parts. First, it extends the existing literature by examining multiple determinants of team performance within a single research framework. Second, it provides practical insights for managers and organizations regarding the factors that are most strongly associated with higher levels of team effectiveness. The findings may assist organizations in designing leadership practices, communication strategies, training initiatives, and reward systems that support improved team performance.

Most of the organizations face continuous pressure to improve productivity and respond quickly to changes in the external environment. By this, effective team performance has become increasingly important. However, many organizations continue to face problems related to communication, employee motivation, collaboration, and leadership practices.

There are many teams which experience performance problems related to management practices and team dynamics. Some of these problems could be limited training opportunities, weak collaboration or unclear leadership. In addition, lack of recognition or unfair reward systems may negatively affect employee satisfaction and overall team performance. Effective human resource practices can improve employee motivation and organizational performance, based on Armstrong and Taylor (2020). Furthermore, supportive leadership and open communication can strengthen teamwork and improve employee engagement.

There is still a need to better understand how different organizational factors influence team performance in contemporary business environments, although several studies which have examined organizational behavior. For this reason, the present study focuses on examining the relationship between leadership styles, training and

development, teamwork and cooperation, rewards and recognition, communication and psychological safety with the team performance.

For these reasons, the study examines the factors that influence team performance and understand how they affect team outcomes.

Although team performance has been studied in the literature, previous research has often examined individual determinants. Most of the studies have focused separately on leadership styles, training and development, communication practices, teamwork or reward systems, without considering their combined impact on team performance.

The novelty of the present study is that although previous studies focus on specific determinants, this research simultaneously examines the effects of leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety. Also, controlling for demographic and organizational characteristics. So, combine these factors into a single research model, the study provides a more comprehensive understanding of the determinants of team performance.

Furthermore, contributes to the existing literature by testing the relationships among these variables using data collected from employees operating in contemporary organizational environments. This practice provides an opportunity for evaluation of the relative importance of different organizational and behavioral factors affecting team performance.

The key contributions of this dissertation are three. The first one is that it develops an integrated framework that combines multiple determinants of team performance within a single model. Second one is that identifies the factors that have the strongest influence on team performance and check their relative importance through statistical analysis. Finally, it provides practical recommendations for managers and organizations to improve team effectiveness through appropriate leadership practices.

The significant of the study is that aims to understand the factors that influence team performance. Analyzing the types of leadership, training, teamwork, rewards, communication and psychological safety, the study provides a perspective on the elements that support effective team performance. The findings of this research may help managers identify areas that must be improved in order to increase team effectiveness and employee performance. Organizations may use these elements in order to improve leadership practices, training programs, communication processes and reward systems.

It is also important because modern organizations increasingly rely on teamwork to achieve operational and strategic goals. As business environments the recent years, become more and more competitive and complex, understanding the factors that improve team performance becomes essential for organizational success. In addition to this, the research analyzes the existing literature on organizational behavior and team management how different both factors influence team outcomes in contemporary business environments.

Finally, the study provides useful practical implications for managers and organizations seeking to improve employee collaboration, motivation and overall team effectiveness.

1.1 Structure of dissertation

This dissertation is organized into five main chapters.

The first chapter describes the dissertation's aim, presents the introduction of the study including the background of the research, the research problem, the objectives, the research questions and lastly the significance of the study.

The second chapter presents the literature review and theoretical background related to team performance and the organizational factors examined in the study. The chapter analyzes leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety and finally their relationship with team performance. Furthermore, the chapter develops the research hypotheses based on the existing literature.

The third chapter describes the research methodology used in the study. It includes the research design, research instrument, data collection process, sample characteristics, and methods of data analysis. It presents the theoretical framework, flow theory, the hypotheses and assumptions, the research model and the literature support organized around each research hypothesis.

The fourth chapter of the dissertation presents the research results including descriptive statistics, reliability analysis, questionnaire interpretation, confirmatory factor analysis, hypothesis testing, correlation and regression analyses and a summary from the questionnaire responses.

The fifth chapter concludes and presents the conclusions organized around each research objective and a discussion summary while providing recommendations for future research.

Finally, the dissertation includes the reference list and the appendices, which contain the cover letter and the questionnaire used for data collection.

Chapter 2

Literature Review

2.1 Team Performance

Team performance is one of the most significant projects in modern organizations. Companies gradually based on teams in order to achieve organizational objectives, improve operational results, solve problems and respond effectively to changing business conditions. As organizations become more and more dynamic the last years, the ability of teams to perform effectively becomes a critical factor for organizational success.

Team performance has to do with the ability of a team to achieve its goals effectively and efficiently. It includes several factors such as productivity, quality of work, collaboration, problem-solving ability and goal achievement. Team performance is influenced not only by the final outcomes achieved by the whole team, but also by the quality of interaction and cooperation among team members, according to (Cohen & Bailey, 1997).

In business environments, organizations use teams in almost every operational function, including production, logistics, customer service, project management, supply chain operations, etc. Teams are expected to coordinate daily tasks, share information, make decisions and adapt quickly to challenges. For the mentioned reasons, high-performing teams are considered essential for maintaining organizational competitiveness and effectiveness.

Team performance has been influenced by both factors (organizational and behavioral). However, leadership practices, communication, employee motivation, and training opportunities, all affect the effectiveness of teams. Effective teamwork depends on clear communication, mutual trust, shared goals and employee engagement based on Robbins and Judge (2019).

Once the teams characterized by cooperation, open communication and strong relationships, they are effective for a company. If team members support each other and work together there is a common target. In the other side, poor communication and unclear leadership will create negatively affect in the team and reduce organizational performance. Another important aspect of team performance is adaptability. Teams often operate under pressure and face continuous changes. As a result, they must be flexible, capable of solving problems quickly and be able to adapt to new organizational demands and market conditions.

Psychological and social factors are truly essential for the team effectiveness. Employees who feel supported and respected will participate actively in team activities. As a result, organizations increasingly focus on creating positive work environments that encourage collaboration and employee engagement.

During this study, team performance is examined as the dependent variable. More specifically, it is assessed through employees' perceptions regarding team effectiveness, productivity and overall team performance within their organizational environment. In conclusion, understanding the factors that influence team performance and try to make them happen, the organizations will improve productivity and long-term organizational success.

Team performance refers to how effectively and efficiently a team achieves its objectives. It includes both measurable results and the quality of collaboration among members. Team performance includes task outcomes, quality, productivity, and team member satisfaction. Performance is not only about output but also includes coordination, trust and long-term sustainability (Cohen & Bailey, 1997).

In operational environments and especially in business, a good team performance leads to higher service levels including productivity, better quality control, etc. For this reason, identifying the factors that influence team performance is essential and makes the difference in an organization. For this reason, we conclude that team performance is influenced by a wide range of organizational and individual factors. Previous studies have highlighted the importance of leadership styles, employee development practices, teamwork, communication processes and reward systems in team effectiveness. Therefore, the present study focuses on these determinants in order to examine their impact on team performance.

2.2 Leadership and Team Performance

Leadership is the most important role for the team's outcomes. They can influence motivation, direction, and team climate. Has been recognized as one of the most important determinants of team effectiveness and organizational success. Among the numerous leadership styles discussed in previous research, the present study focuses on democratic, transformational, transactional, and authoritative leadership, as these styles are frequently associated with employee behavior and team outcomes. Leadership is generally defined as a process through which an individual influences a group in order to achieve common goals. Effective leadership contributes to employee motivation, team cohesion and organizational performance (Northouse, 2019).

Different leadership behaviors can lead to different team performance outcomes. Supportive and participative leadership tends to enhance trust and cooperation. Highly controlling leadership may increase short-term efficiency but reduce long-term motivation.

In this study, leadership is examined through behaviors related to participation, support, monitoring, and inspiration. These dimensions reflect both transformational and transactional leadership characteristics (Bass, 1985). The construct is operationalized using multiple items that capture employees' perceptions of their direct manager's behavior. The literature identifies additional leadership styles such as charismatic and bureaucratic leadership but these approaches are not included in the present study. Furthermore, charismatic leadership often overlaps with democratic leadership, while bureaucratic leadership shares several characteristics with authoritative leadership.

Based on this, leadership behavior is expected to influence team performance in organizations. In the below sections we will analyze each style and make the related Hypothesis.

2.2.1 Democratic leadership style

Democratic leadership refers to employees actively participate in decision-making processes and leaders encourage collaboration. Also shared responsibility is a characteristic of this leadership style. Democratic leaders include team members in discussions and decisions while maintaining overall responsibility for organizational outcomes. (Lewin, Lippitt and White (1939)).

This style of leadership is characterized by employee participation in decision-making processes. In addition, there is always an open communication between leaders and team members. Democratic leaders encourage collaboration, value employee opinions and promote shared responsibility within teams. Previous studies suggest that democratic leadership enhances employee engagement, trust, job satisfaction and cooperation which ultimately contribute to higher team performance. Leaders can strengthen and improve team effectiveness once include employees in organizational decisions.

Several studies have highlighted the positive impact of democratic leadership on team effectiveness. This kind of leaders, encourage employee participation and promote collaborative decision-making processes which means that encourage strengthens and improves team outcomes. (Yukl (2013)). In addition to this, also Somech (2006) found that participative leadership contributes positively to team innovation and performance. Lastly, have been reported by Bhatti et al. 2012, that democratic leadership enhances employee satisfaction and organizational effectiveness. These findings suggest that democratic leadership creates a supportive environment that enables teams to perform more effectively.

H1a: Democratic leadership style is expected to be statistically significant positively relative with team performance.

2.2.2 Transformational leadership style

Transformational leadership is defined as a leadership style that inspires followers to exceed their own self-interests for the benefit of the organization. It focuses on inspiration and support, motivate employees and encourage participation. (Bass 1985). This type of leadership is often associated with higher engagement and better team outcomes.

This leadership style describes the leaders as individuals who motivate employees through vision, inspiration, intellectual stimulation and individualized consideration. Existing research indicates that transformational leadership is associated with higher levels of employee motivation, commitment, creativity and overall team effectiveness.

Numerous studies have reported a positive association between transformational leadership and team performance. Judge and Piccolo (2004)

concluded that transformational leadership positively influences employee motivation, organizational commitment, and work performance. Likewise, Hoch et al. (2018) found that transformational leaders improve team effectiveness by encouraging cooperation, innovation, and trust among team members. Employees working under transformational leaders are generally more engaged and willing to contribute beyond their formal job responsibilities.

However, some researchers argue that the effectiveness of transformational leadership may depend on organizational culture, employee characteristics, and environmental conditions. Consequently, although transformational leadership is generally associated with positive organizational outcomes, its impact may vary across different organizational settings.

H1b: Transformational leadership is expected to be statistically significant positively related with team performance.

2.2.3 Transactional leadership style

Transactional leadership is a leadership style based on exchanges between leaders and followers. According to Bass (1985), transactional leaders motivate employees through contingent rewards and corrective actions ensuring that organizational goals and performance expectations are achieved. This leadership style relies primarily on rewards and corrective actions. Employees receive recognition and financial rewards when performance expectations are met. In parallel, deviations from expected performance are addressed through corrective feedback or management by exception (Bass & Avolio, 1995).

Previous research suggests that transactional leadership can positively influence employee performance, particularly in structured organizational environments where tasks are clearly defined and performance standards are measurable. Judge and Piccolo (2004) reported that transactional leadership contributes to organizational effectiveness through improved role clarity and employee accountability. Similarly, Wang et al. (2011) found that reward practices positively influence employee motivation and task performance.

Nevertheless, transactional leadership has also been criticized for focusing mainly on short-term performance rather than employee development, creativity and innovation. Employees working under transactional leaders may become primarily motivated by external rewards rather than intrinsic motivation, limiting long-term organizational learning and adaptability.

Transactional leadership is based on a system of rewards and performance monitoring. Leaders set clear goals, expectations and at the same time, employees receive rewards when objectives are achieved and corrective actions. Even if performance falls below expectations. This leadership style provides structure and efficiency. Previous studies have shown that transactional leadership can improve employee performance by providing clear guidance and desired behaviors.

Lastly, this kind of leadership, focuses on supervision, rules and performance monitoring. It ensures structure and discipline. However, it may not always promote creativity or autonomy as it depends from other factors as well.

H1c: Transactional leadership is expected to be statistically significant positively related with team performance.

2.2.4 Authoritative leadership style

Authoritative leadership, often referred to as autocratic leadership in the literature. It is characterized by centralized authority and limited employee involvement in decision-making. Autocratic leaders describe as individuals who make decisions independently and expect employees to follow instructions without significant participation. (Lewin, Lippitt and White (1939)).

This leadership style emphasizes in authority, control and supervision. Leaders maintain responsibility for organizational decisions and communication primarily follows a top-down approach. While this leadership style may increase efficiency in emergency situations or highly regulated environments, it generally reduces employee autonomy and participation.

Previous empirical studies have reported mixed findings regarding the relationship between authoritative leadership and team performance. Some researchers suggest that autocratic leadership may improve performance when rapid decision-making and operational efficiency are required. However, many studies indicate that excessive control reduces employee motivation, organizational commitment, creativity and collaboration (Northouse, 2022). Employees working under highly authoritative leaders may feel less psychologically safe and less willing to contribute new ideas or participate actively in team discussions.

Authoritative leadership is characterized by centralized decision-making and strict managerial control. Leaders maintain authority over tasks and processes while employees have limited influence on organizational decisions. Although this approach may be effective in situations requiring rapid decision-making, previous research suggests that excessive control can reduce employee autonomy, creativity and collaboration.

H1d: Authoritative leadership is expected to be statistically significant negatively relative with team performance.

2.3 Training and Development

Training and development improve employees' knowledge and skills. Well-trained employees perform tasks more effectively and confidently. Training helps employees to achieve the knowledge and enhances adaptability in the organizational. On the other hand, reduces errors. So, the most of employees feel that the

organization invests in their development, they show higher commitment. Training and development provide benefits not only for employees but also for teams and organizations as a whole. Well-designed training programs improve knowledge, skills and adaptability while contributing to higher organizational performance and competitiveness (Aguinis & Kraiger, 2009).

In addition to this, continuous learning supports long-term performance improvement. Teams that regularly update their skills are better prepared to meet operational challenges. Therefore, training and development are expected to positively influence team performance.

In the present study, training and development are assessed through employees' perceptions of skill development, adequacy of training, and organizational support for learning. These elements reflect the literature's emphasis on competence and continuous improvement as drivers of performance. According to Noe (2017), employee training supports continuous learning and enables employees to respond effectively to changing organizational requirements and technological developments.

Lastly, organizations invest in training to help employees perform their tasks more effectively and adapt to new challenges. It's true that training programs increase confidence and employees who receive adequate training are better prepared to respond to operational demands. Well-trained teams can work more efficiently and maintain higher quality standards. Research has also demonstrated that effective training evaluation processes increase the transfer of learning to the workplace and enhance employee performance outcomes (Saks & Burke, 2012). All of the above, are expected to positively influence team performance.

H2a: Training and development of employees is expected to be statistically significant positive relative with team performance.

2.4 Teamwork

Teamwork refers to how well team members collaborate, support each other and there are no conflicts inside the team. Effective teamwork includes trust and mutual respect. When team members communicate openly and assist each other, performance improves. Team effectiveness is strongly associated with coordination, communication, mutual support and shared mental models among team members. Salas et al. (2005) identified these dimensions as critical components of successful teamwork.

According to team effectiveness research, collaboration is a key determinant of group success. Teams with strong cooperation tend to achieve better outcomes and work with more enthusiasm about potential results. Similarly, Hoegl and Gemuenden (2001) found that teamwork quality has a significant impact on project success and overall team effectiveness.

Effective teamwork is characterized by trust, cooperation, mutual support, open communication, coordination of activities, shared responsibility, and commitment to common goals (West, 2012). Team members are expected to contribute their knowledge and skills while respecting the ideas and expertise of others. These characteristics create an environment where employees can solve

problems collectively, make better decisions, and respond more effectively to organizational challenges.

Previous empirical studies have consistently reported a positive relationship between teamwork and organizational performance. Hoegl and Gemuenden (2001) found that effective teamwork improves project success through better coordination, communication, and mutual support among employees. Likewise, Salas et al. (2015) concluded that teamwork competencies—including communication, coordination, trust, and cooperation—are among the strongest predictors of high-performing teams. Similarly, Mathieu et al. (2019) argued that organizations with collaborative work environments achieve higher productivity, greater employee engagement, and better organizational outcomes.

Teamwork and cooperation are strongly linked to higher team performance. Teamwork is built through collaboration, trust and the same goals for each member of the team. These dimensions align with established team effectiveness frameworks (Cohen & Bailey, 1997). Effective teamwork encouraging employees to exchange knowledge, provide assistance to colleagues and develop solutions through problem-solving. Teams that collaborate successfully are generally more adaptable to organizational change.

Despite the generally positive findings, previous research suggests that teamwork alone does not automatically guarantee high performance. Poor communication, interpersonal conflicts, lack of trust, unclear responsibilities may reduce team effectiveness even when employees possess the necessary technical skills (West, 2012). As a result, organizations should not only encourage teamwork but also establish organizational practices that improve collaboration, trust and effective communication among employees.

In this study, teamwork and cooperation are examined through employees' perceptions of collaboration, trust and mutual support within teams. Therefore, teamwork and cooperation are expected to positively influence team performance.

H2b: Teamwork and cooperation of employees is expected to be statistically significant positive relative with team performance.

2.5 Rewards and Recognition

Rewards and recognition are significant factors which play an important role for the employee's motivation and behavior. When employees feel that their effort is valued, they will support team goals. Rewards may include financial increase or bonus but are not limited to this. They also include recognition and appreciation from managers. Employees evaluate rewards not only based on the amount they receive, but also on fairness. If employees perceive a reward system, they will improve their motivation and organizational performance. Armstrong (2012)

In the other side, if reward system is unfair the motivation will decrease. Also, perceived unfairness can reduce satisfaction and lower performance. Recognition is equally important. When good performance is recognized, employees are encouraged to maintain or even improve their level of effort. Compensation systems play an important role in influencing employee attitudes and behavior. Financial rewards,

when perceived as fair and performance-related, contribute positively to motivation and organizational commitment (Milkovich & Newman, 2008).

In this study, rewards and recognition are mentioned as both financial and non-financial that influence motivation. The construct is examined through employees' perceptions of fairness, consistency and appreciation within their team environment. Furthermore, both financial and non-financial rewards have been found to improve employee performance and satisfaction across different organizational contexts (Chiang & Birtch, 2012).

Therefore, rewards and recognition are expected to positively influence team performance.

H2c: Rewards and recognition of employees is expected to be statistically significant positive relative with team performance.

2.6 Communication and Psychological Safety

Communication and Psychological safety are truly essential for team performance. When communication is clear and misunderstandings are reduced in the team, collaboration improves and team can achieve the best results. Regarding the communication, it is not only about get the job done but also about creating an environment where employees can express their ideas or concerns without any doubt. Once team members feel psychologically safe, they are more likely to share their ideas and contribute to problem-solving. From the other side, once employees not feel good to express their opinions inside the team, most probably will remain silent, which can harm team effectiveness. Communication is significant element of effective teamwork. Teams need clear and timely communication in order to coordinate tasks and achieve goals. If there is no communication at all, team can create misunderstandings, delays and conflicts. Tourish and Hargie (2004) emphasize that open communication channels encourage feedback exchange and improve organizational effectiveness. Communication represents a fundamental mechanism through which organizations coordinate activities, share information and build organizational culture. Effective communication contributes to employee understanding, engagement and collaboration (Keyton, 2011).

Psychological safety also is a key point for the team results. According to Edmondson (1999), psychological safety refers to the belief that employees can express themselves without any fear or second thought. Employees who feel psychologically safe will participate in discussions, share ideas, and report mistakes. Research suggests that communication and psychological safety improve trust, learning and team effectiveness.

Especially, in operational settings, communication is particularly important because teams often work under pressure and must coordinate activities quickly and accurately. In this study, communication and psychological safety are examined through employees' perceptions of openness, information sharing, feedback, and freedom of expression within the team. A systematic review conducted by Newman et al. (2017) confirmed that psychological safety is positively associated with employee learning, knowledge sharing and team performance. Therefore, communication and psychological safety are expected to positively influence team performance.

H2d: Communication and psychological safety of employees is expected to be statistically significant positive relative with team performance.

Chapter 3

Research design

Research methodology explains the research process, approach and the methods used for data collection and analysis. Different research methods are used depending on the purpose and objectives of the study.

3.1 Types of Research and Research approach

There are two types of research used in management and organizational studies. The qualitative and quantitative research. Both of them have advantages and disadvantages.

Firstly, an advantage of qualitative research is that focuses on understanding behaviors and attitudes in depth. This type of research includes interviews and in more rare cases, observations and open-ended questions. Another advantage is that it provides detailed results. However, the main disadvantage of this research is that usually involves smaller samples, making it more difficult to generalize the findings to larger populations.

The quantitative research, on the other hand, focuses on collecting measurable and numerical data that can be statistically analyzed. Quantitative methods are used most of the times as they allow researchers to examine relationships between variables and collect data from larger samples. This type of research increases objectivity and allows the researcher to identify patterns and correlations between different organizational factors.

For the purposes of the present study, a quantitative research approach was selected. The reason for this choice is that the study aims to examine the relationship between specific organizational variables and team performance through measurable data collected from a larger number of participants. In addition to this, it is important that questionnaires provide standardized responses that can be statistically analyzed and compared more effectively than other collection method. Lastly, quantitative research is considered appropriate because it supports the use of statistical analysis in order to test the research hypotheses and evaluate the relationships between the examined variables.

The main purpose of the research is to investigate the relationship between leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety in team performance. More specifically, the study examines how these organizational and behavioral factors may influence employee collaboration, motivation and overall team effectiveness.

The questionnaire was developed with an extensive review of the literature on team performance and its determinants. The measurement items were designed to reflect the theoretical constructs identified in Chapter 2 including leadership styles,

training and development, teamwork and cooperation, rewards and recognition and communication and psychological safety. A seven-point Likert scale from 1 (Strongly Disagree) to 7 (Strongly Agree) was used for all measurement items to ensure consistency and capture variations in respondents' perceptions.

3.2 Research Instrument

The main research instrument used in this study is a structured questionnaire. The questionnaire was designed based on the literature presented in Chapter 2 and was developed in order to examine the organizational and behavioral factors that influence team performance.

First and foremost, an extensive review of the existing literature was conducted in order to identify the main research constructs and the variables most commonly used in previous organizational and management studies. Once this procedure completed, we develop the questionnaire accordingly. The literature review focused on key constructs such as leadership styles, team performance, teamwork and cooperation, rewards and recognition, communication, psychological safety and training and development. The present study follows a quantitative research approach. Quantitative research enables the collection and analysis of numerical data in order to examine relationships among variables and test research hypotheses (Creswell, 2014).

The questionnaire items were designed according to the operationalization of these constructs in previous academic studies. The purpose of this process was to ensure that the questionnaire accurately measured the variables examined in the present research and remained consistent with the theoretical framework of the study. It includes demographic questions and multiple sections. All these sections are related to the main variables of the study. The questionnaire examines leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication, psychological safety and team performance. The research design is based on the methodological framework proposed by Saunders, Lewis and Thornhill (2019), who emphasize the importance of selecting appropriate research strategies aligned with the study objectives.

In the demographic section, there are questions related to gender, age, educational level, marital status, nationality, organizational sector, company size, work experience, and year of establishment. In order to provide additional information regarding the characteristics of the participants and their organizational environment, these questions were included.

All questionnaire items were measured using a 7-point Likert scale, where:

1 = Strongly disagree

7 = Strongly agree

The Likert scale allows respondents to express different levels of agreement with each statement, so they can approach their option as better as possible. This type of scale is

commonly used in organizational research as it helps measure attitudes, perceptions and behavioral tendencies in a structured way.

The questionnaire includes of close-ended questions in order to facilitate data collection and statistical analysis. Each section of the questionnaire contains statements related to a specific variable. It was distributed electronically through Google Forms, which means that allows participants to complete the survey quickly and at their convenient. In addition, the online format improved accessibility and supported the efficient collection of responses for further statistical analysis.

A pilot testing process was also made before the final distribution of the questionnaire. The draft final version of the questionnaire was reviewed by the academic supervisor in order to ensure that the wording, structure, and content of the questions were academically appropriate and consistent with the objectives of the study and in accordance with the ethical standards of the institution.

In parallel, the questionnaire was tested on ten participants who did not participate in the final data collection process. The purpose of the pilot testing was to identify whether the questions were understandable and easy to answer. The pilot participants were also asked to provide feedback regarding confusing or unclear questions, the structure of the questionnaire and the overall completion process.

Based on the feedback and comments received from both the academic supervisor and the pilot participants, several modifications and improvements were made before the final version of the questionnaire was developed.

In addition to this, a cover letter was included at the beginning of the questionnaire in order to inform participants about the purpose of the research, guarantee anonymity and confidentiality and explain that participation in the study was voluntary. The cover letter also informed participants that by completing the questionnaire, they provided their informed consent to participate in the research. Otherwise, they may not proceed with the questions.

The questionnaire was distributed electronically through Google Forms. The online format was selected because online questionnaires are considered convenient, accessible and cost-effective methods for collecting data from larger samples within a relatively short period of time. In addition, previous studies suggest that online questionnaires may achieve higher response rates compared to traditional email surveys. Also, improve accessibility for respondents working in different organizational environments. The online format also allowed faster data collection and easier organization of responses.

All responses were anonymous and also participation in the research was voluntary. Respondents were informed that the collected data would be used exclusively for academic purposes and that confidentiality would be maintained throughout the research process.

To ensure content validity, all questionnaire items were from concepts and dimensions identified in the literature review. Each construct was measured using multiple items in order to capture different aspects of the underlying concept and reduce measurement error. The questionnaire was structured according to the framework developed in Chapter 2, ensuring consistency between the theoretical foundation and the empirical measurement of variables.

Reliability was assessed using Cronbach's Alpha coefficients for all constructs. The results indicated acceptable levels of internal consistency, supporting the reliability of the measurement scales used in this study.

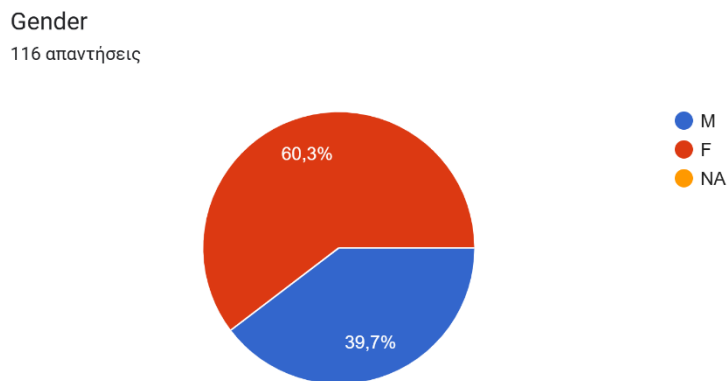
3.3 Sample

The sample of the present study consists of employees working in different organizational environments and business sectors. The questionnaire was distributed electronically to 500 participants in total through online platforms and professional networks. Of these participants, we received 119 completed questionnaires which used for the final data analysis. As a result, the response rate of the study was 23.8%, which is considered acceptable for similar types of online questionnaire surveys in management and organizational research.

The participants were selected based on accessibility and willingness to participate in the research. The collected sample includes participants with different demographic and organizational characteristics. More specifically, the questionnaire gathered information regarding gender, age, educational level, marital status, work experience, organizational position and years of employment within the organization.

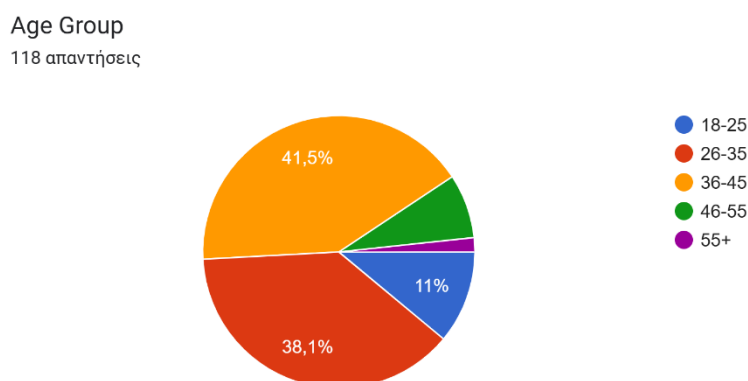
The below charts are used in order to provide a clear understanding of the participants' profiles represented in the study. A brief statement is also provided for each graph.

Figure 1 : Gender distribution of respondents



As shown in figure 1 which presents the gender distribution of the participants included in the sample. As we can see, the 60.3% of the respondents are female and the remaining of 39.7% are male. The majority of the participants in the study are women.

Figure 2: Age distribution of respondents

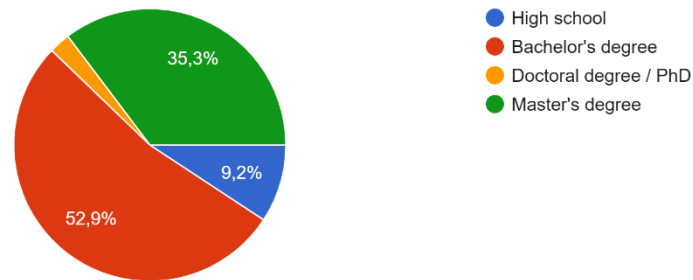


As shown in figure 2 which presents the age distribution of the participants included in the sample, the majority of the respondents belong to the age group of 36–45 years old (41.5%). The followed group is the 26–35 which get (38.1%). After these two major age categories percentages were observed in the age groups 18–25, 46–55 and some including in the age above 55+ which indicates that most participants are within the middle working-age categories.

Figure 3: Educational level of respondents

What is your highest level of education completed?

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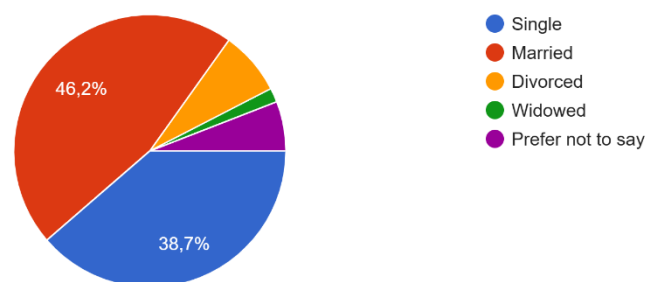


As shown in figure 3, concerning the educational level of the participants, the majority of them have a Bachelor's degree (52.9%) and a good percentage keep Master's degree (35.3%). Smaller percentages were observed for High School and Doctoral degree holders indicating that most participants have higher education qualifications.

Figure 4: Marital status of respondents

What is your marital status?

119 απαντήσεις

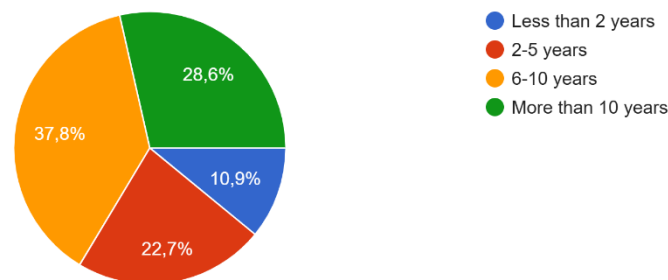


As shown in figure 4, most of the respondents are married (46.2%) and single participants (38.7%). Smaller percentages were observed for divorced, widowed, and participants who preferred not to say their marital status.

Figure 5: Work Experience of respondents

How many years of work experience do you have?

119 απαντήσεις

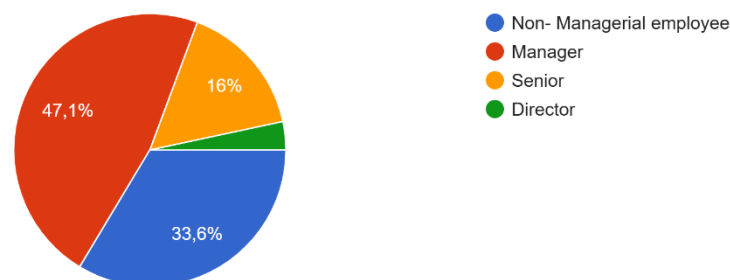


As shown in figure 5, the majority of the respondents have 6–10 years of work experience (37.8%). Secondly, are the participants with more than 10 years of experience (28.6%). Smaller percentages were observed for participants with 2–5 years (22.7%) and the smaller percentage have the participants with less than 2 years of work experience. As a result, most of the respondents have moderate to high professional experience.

Figure 6: Organizational position of respondents

What is your current role?

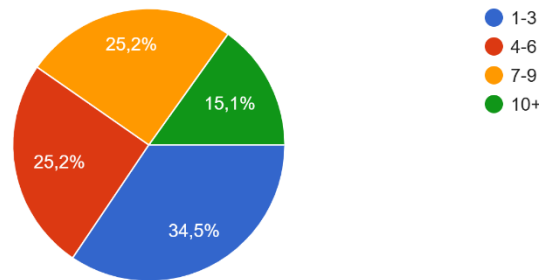
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As shown in figure 6, describes that the majority of the respondents which is 47,1% hold managerial positions while 33.6% are non-managerial employees. Smaller percentages were observed for senior and director-level positions, indicating that the sample includes participants from different organizational levels.

Figure 7: Years of employment of respondents

Years in current organization
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As shown in figure 7 which presents the number of years the participants have worked in their current organization, the majority of the them close to 34,5% have worked in their organization for 1–3 years. Equal percentages were observed for participants with 4–6 years and 7–9 years of employment (25.2%) and the last 15.1% concerns the respondents which have more than 10 years of experience in their current organization. The findings indicate that the sample includes employees with different levels of organizational experience.

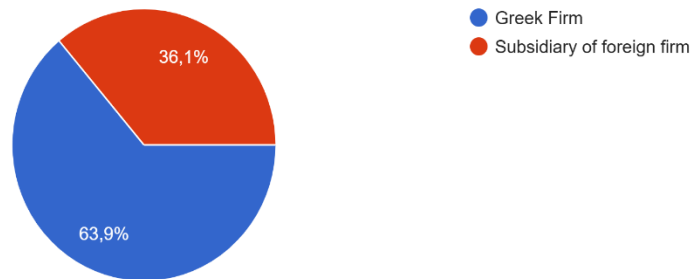
In addition to the above demographic characteristics, the study also examined several organizational characteristics related to the companies in which the participants are employed.

More specifically, the 119 participants of the study were employed in 15 different organizations operating in various business environments. The organizational characteristics examined include the nationality of the company, organizational sector, company size, and year of establishment. The following charts present and analyze these characteristics in order to provide a clearer understanding of the organizational environments represented in the sample and support a more comprehensive analysis of team performance in contemporary business organizations.

Figure 8: Nationality of the Company

What is the nationality of the company?

119 απαντήσεις

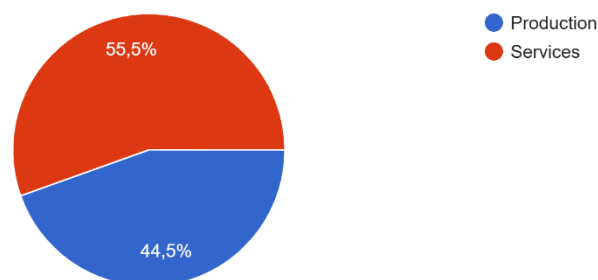


As shown in figure 8, the nationality of the companies represented in the sample. The majority of the participants (63.9%) work in Greek firms, while 36.1% work in subsidiaries of foreign firms.

Figure 9: Organizational Sector of respondents

Which sector best describes your organization?

119 απαντήσεις

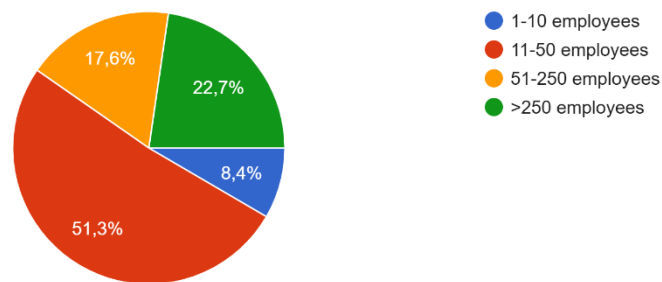


As shown in figure 9, the 55.5% of the participants work in the services sector while 44.5% work in the production sector.

Figure 10: Company Size of respondents

What is the size of the organization you work for?

119 απαντήσεις

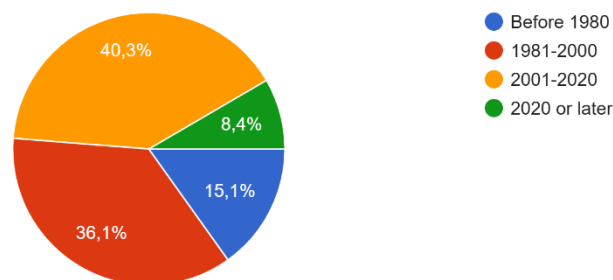


As shown in figure 10 that indicate the size of the organizations represented in the sample. The majority of the participants close to (51.3%), work in organizations with 11–50 employees. In addition, the second percentage close to 22.7% work in organizations with more than 250 employees. Smaller percentages were observed for organizations with 51–250 employees and 1–10 employees.

Figure 11: Year of company establishment

In which period was your organization established?

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As shown in figure 11, indicates the period in which the organizations represented. Most of the participants (40.3%) work in organizations established between 2001 and 2020. The organizations which established between 1981 and 2000 has the percentage of (36.1%). Smaller percentages have the organizations established before 1980 and

after 2020. The findings indicate that most respondents work in relatively established organizations with several years of operational experience.

The study employed a non-probability convenience sampling approach.

Participants were recruited through professional contacts, personal networks, and online platforms. This approach was selected because it allowed access to respondents with relevant work experience across different organizations and sectors. Although the findings cannot be fully generalized to the entire working population, the sample provides valuable insights into employee perceptions regarding team performance and its determinants.

3.4 Definition of Variables

The present study examines the relationship between organizational, behavioral factors and team performance. More specifically, the study includes one dependent variable, several independent variables and a number of control variables.

The dependent variable of the study is team performance. The independent variables include leadership style, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety. In addition, demographic and organizational characteristics were used as control variables in order to better examine the relationship between the independent variables and team performance.

All variables included in the study were measured through multiple questionnaire items using a 7-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

The questionnaire items were adapted from previous academic studies identified through an extensive literature review using academic databases and Google Scholar. The use of previously validated measurement scales increases the reliability and validity of the research instrument.

The following subsections present the variables of the study and explain how each construct was operationalized.

The variables included in this study were selected based on the theoretical framework presented in Chapter 2. Each theoretical construct was operationalized through a set of questionnaire items designed to measure specific dimensions of the concept. Leadership styles, training and development, teamwork and cooperation, rewards and recognition and communication and psychological safety were treated as independent variables, while team performance was treated as the dependent variable. In addition, demographic characteristics were included as control variables in order to account for potential differences among respondents.

3.4.1 Dependent Variable

The dependent variable of the present study is Team performance. Team performance refers to the ability of a team to effectively achieve organizational goals, complete tasks successfully, maintain cooperation among members, and contribute to organizational effectiveness.

In the questionnaire, team performance was operationalized through several measurement items adapted from previous studies in organizational and management research. It reflects how effectively the team performs its tasks and achieves goals. This variable is measured through statements related to team effectiveness, satisfaction with team performance, achievement of team goals.

3.4.2 Independent Variable

The independent variables of the study include leadership style, training and development, teamwork and cooperation, rewards and recognition, communication, and psychological safety.

The independent variables represent the factors that may influence team performance. **Leadership style** refers to the actions and attitudes of the team manager in order to guide, motivate, and support employees within the organization. Leadership can influence motivation, coordination, and direction within a team.

In this study, leadership behavior is examined through employees' perceptions of their manager's behavior. The construct includes aspects such as:

- encouragement of participation
- support for employees
- inspiration and motivation
- control and monitoring of work

These elements reflect both transformational and transactional leadership behaviors.

Training and development refer to the opportunities employees have to improve their skills and knowledge. Training helps employees perform their tasks more effectively and adapt to new challenges. In this study, the construct is assessed through employees' perceptions of:

- the adequacy of training
- the relevance of training to their job

- opportunities to develop new skills
- the impact of training on their work performance

Teamwork and cooperation refer to the level of collaboration among team members. Effective teamwork improves coordination and supports the achievement of team goals.

This construct is examined through employees' perceptions of:

- collaboration within the team
- mutual trust
- support among colleagues
- constructive conflict management

Rewards and recognition represent the systems used by organizations to acknowledge employee performance.

These rewards may be financial or non-financial. In this study, the construct focuses on employees' perceptions regarding:

- fairness of rewards
- recognition of good performance
- motivation created by rewards
- appreciation for their work

Communication and psychological safety refer to trust within a team.

When communication is clear, then the employees feel safe expressing their ideas, so teamwork and learning is in high level. This construct is measured through perceptions related to:

- information sharing
- open communication
- feedback processes
- freedom to express opinions

Based on the above analysis, the following table summarizes the variables included in the study, their type, the number of items, the academic sources used for the development of the questionnaire and the values measured through Cronbach's Alpha.

Table 1: Study Variables, Measurement Items, Sources and Reliability Values

Variable	Type	Num. of Items	Sources	Cronbach Alpha
Team Performance	Dependent	5	Hoegl & Gemuenden (2001); Salas et al. (2005); (Cohen & Bailey, 1997)	0.735
Leadership Style	Independent	16	Bass & Avolio (1995);Yukl (2013); Northouse (2019)	0.812
Training and Development	Independent	5	Noe R.A (2017); Aguinis & Kraiger (2009); Saks & Burke (2012)	0.712
Teamwork and cooperation	Independent	5	Hoegl & Gemuenden (2001); Katzenbach & Smith (1993); Salas et al. (2005)	0.712
Rewards and Recognition	Independent	5	Armstrong(2012); Milkovich & Newman (2008); Chiang & Birtch (2012)	0.712
Communication	Independent	3	Robbins & Judge (2019);Keyton (2011); Tourish & Hargie (2004)	0.705
Psychological Safety	Independent	2	Edmondson(1999); Kahn(1990); Newman et al. (2017)	0.701

3.4.3 Control Variables

In addition to the main research variables, the questionnaire also included demographic and organizational questions. These questions help describe the characteristics of the respondents and their work environment. The inclusion of control variables is considered important in organizational and management research because employee and organizational characteristics may also influence team performance and employee perceptions.

Factors such as gender, age, educational level, work experience, organizational sector, company size and company nationality may affect the way employees experience leadership, communication, teamwork and organizational practices.

The present study includes both demographic and organizational control variables in order to better examine the relationship between the independent variables and team performance. The use of control variables helps improve the accuracy of the analysis and provides a clearer understanding of the factors influencing team effectiveness.

Chapter 4: Discussion of Findings

4.0 Introduction

This chapter presents the theoretical framework of the study and analyzes the relationships between the independent variables and team performance. The chapter is based on the literature review presented in Chapter 2 and supports the development of the research hypotheses.

More specifically, the chapter examines the theoretical relationship between leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety, and team performance. In addition, the chapter presents the conceptual research model and the research hypotheses developed for the purposes of the study.

The chapter also discusses the role of Flow Theory as a theoretical approach related to employee engagement, motivation, and performance within organizational environments.

4.1 Descriptive Statistics

This section presents the descriptive statistics of the study based on the responses collected through the questionnaire survey. More specifically, the following charts present the distribution of participants' responses for each questionnaire item related to the examined variables of the study.

The purpose of the descriptive analysis is to provide an initial understanding of employees' perceptions regarding leadership style, training and development, teamwork and cooperation, rewards and recognition, communication, psychological safety, and team performance.

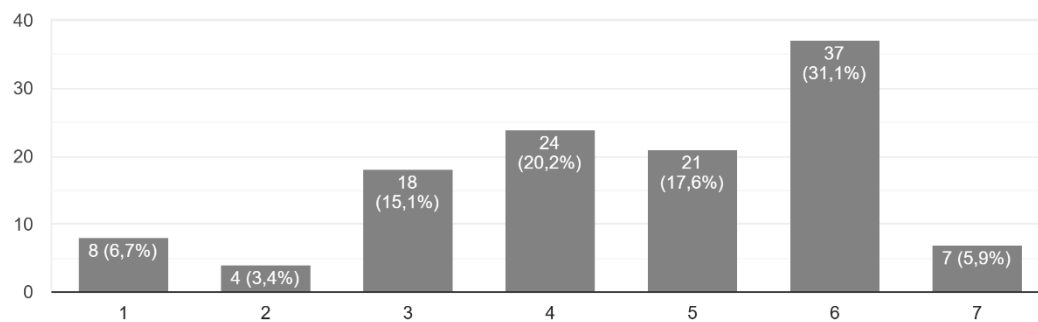
For each questionnaire item, a bar chart is presented along with a brief interpretation of the results in order to identify general response patterns and trends among the participants.

4.1.1 Team Performance

Figure 12: Responses to the statement "Our team consistently meets operational targets and deadlines".

Our team consistently meets operational targets and deadlines.

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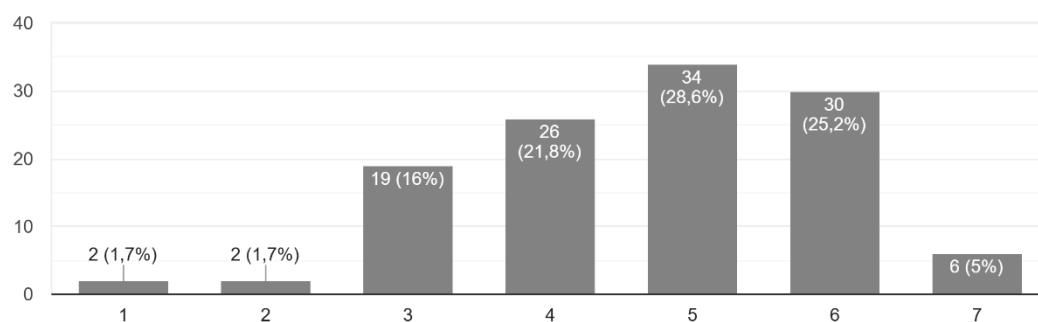


The chart above presents participants' responses regarding whether their team consistently meets operational targets and deadlines. As we can see, most of the participants reply with the selected values of 4, 5 and 6. However, the highest percentage of responses is in the value 6 "Agree" with the percentage of 31.1%. As a result, most participants consider their teams effective in achieving operational goals and meeting deadlines.

Figure 13 :Responses to the Statement " Our team maintains high accuracy and quality in operational tasks".

Our team maintains high accuracy and quality in operational tasks.

119 απαντήσεις

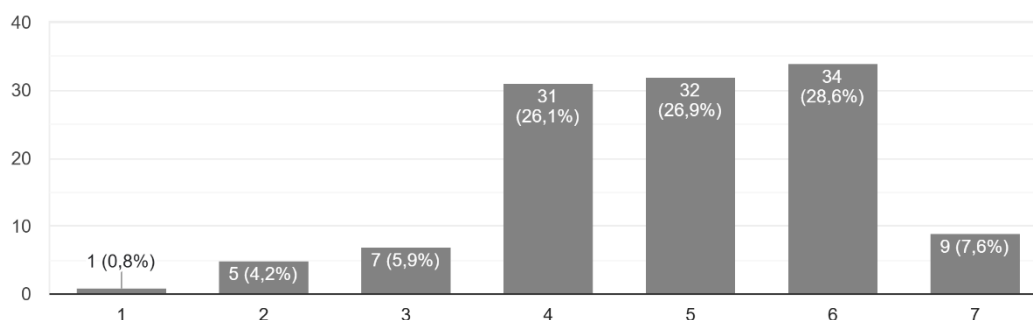


The above chart presents participants' responses regarding whether their team maintains high accuracy and quality in operational tasks. The majority of the participants mentioned the values from 4 to 6, with the highest percentage of responses at value 5 (28.6%). So, the teams have a good level of quality and accuracy in their operational tasks.

Figure 14: Responses in the Statement "Our team responds effectively to urgent issues and workload peaks".

Our team responds effectively to urgent issues and workload peaks.

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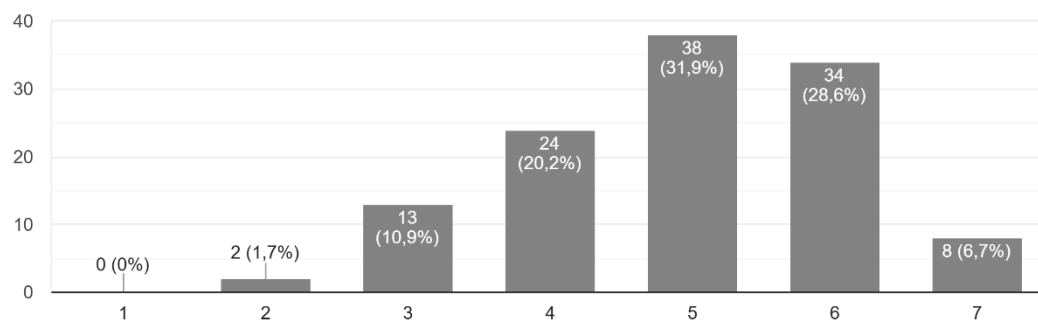


This specific chart presents participants' responses regarding whether their team responds effectively to urgent issues and workload peaks. The 81,6% from the total participants selected the values from 4 to 6, with the highest one the number 6 with 28,6%. The findings indicate that most participants perceive their teams as capable of effectively handling urgent situations and increased workload demands.

Figure 15: Responses to the statement "our team performance is strong compared to expectations".

Overall, our team performance is strong compared to expectations.

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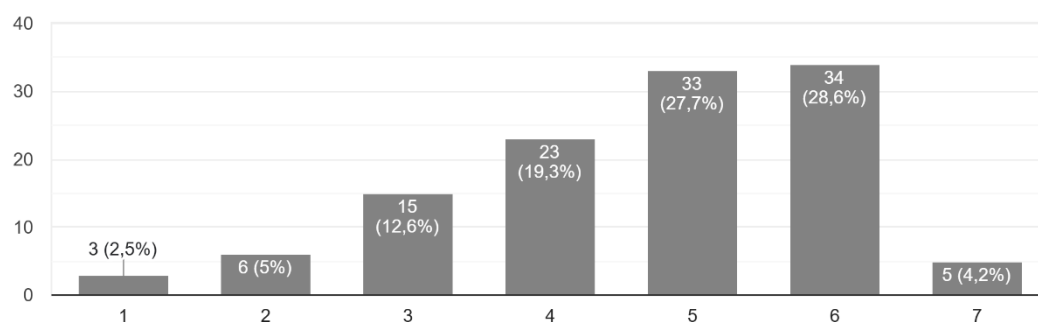


This chart presents participants' responses regarding the overall performance of their team compared to expectations. The highest percentage of responses is at value 5 with the 31.9%. In the second position is the value 6 and then value 4. The findings proves that most participants generally perceive their team performance as strong and satisfactory in relation to organizational expectations.

Figure 16: Responses to the statement "I am satisfied with the overall performance of my team".

I am satisfied with the overall performance of my team.

119 απαντήσεις



The above chart presents participants' responses regarding their satisfaction with the overall performance of their team. The 56,3% of the total participants selected the values 5 and 6. The findings mentions that most participants are generally satisfied with the overall effectiveness and performance of their teams.

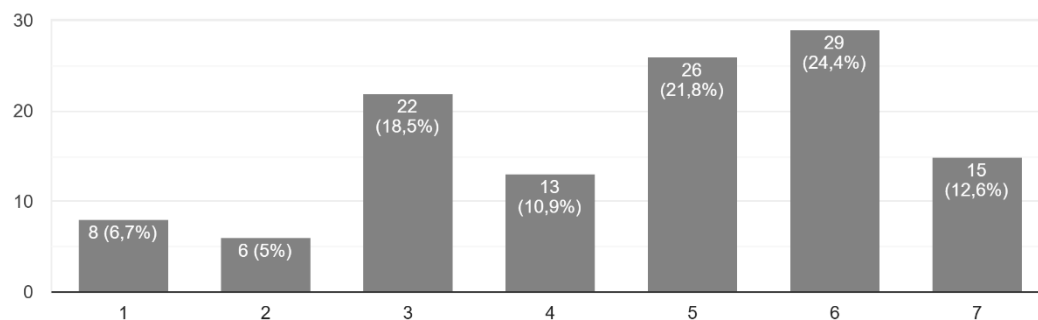
4.1.2 Leadership Style

In the following charts we present the participants' responses regarding leadership style and managerial behaviors within their organizations. The charts examine employees' perceptions related to communication, support, motivation, participation and managerial guidance within the team environment.

Figure 17: Answers to the statement "my manager encourages team members to express their opinions".

My manager encourages team members to express their opinions

119 απαντήσεις

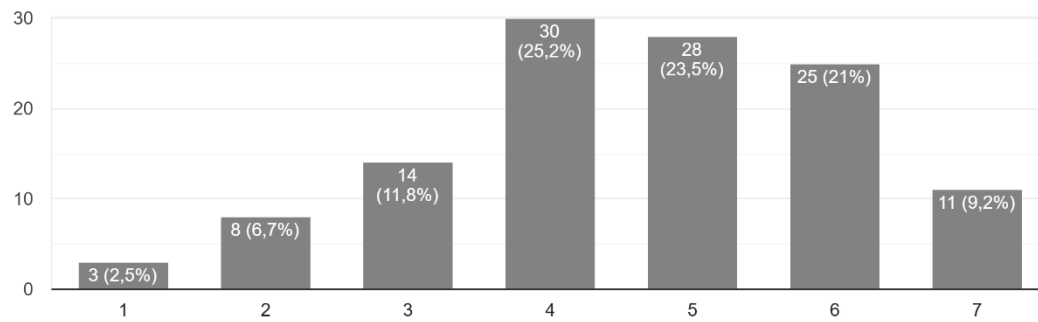


The above chart presents participants' responses regarding whether managers encourage team members to express their opinions. Most of the participants answered with the values 5 and 6. The findings indicate that most participants perceive their managers as supportive express their opinion within the team environment.

Figure 18: Answers to the statement "my manager closely monitors how tasks are performed".

My manager closely monitors how tasks are performed.

119 απαντήσεις

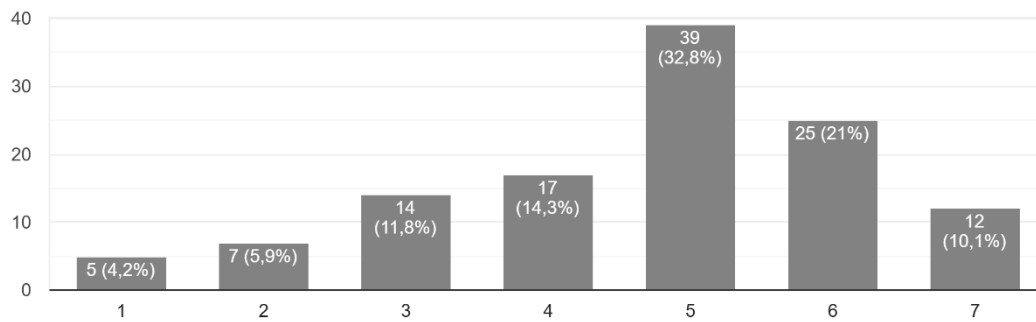


The above charts present participants' responses regarding whether managers closely monitor how tasks are performed within the team. The majority of the respondents selected values from 4 to 6 on the Likert scale. As we see from the results, most of the participants perceive a high level of managerial supervision and monitoring within their organizations.

Figure 19: Answers to the statement "My manager inspires me to perform beyond expectations".

My manager inspires me to perform beyond expectations.

119 απαντήσεις

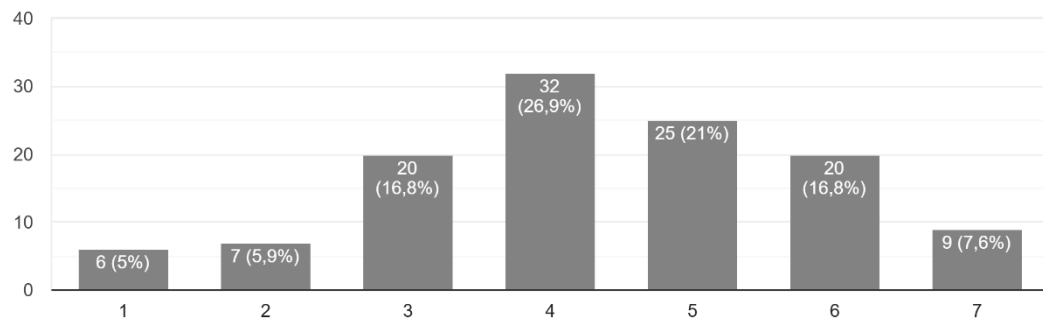


The above chart presents participants' responses regarding whether managers inspire employees to perform beyond expectations. Of the total respondents, a percentage of 53,8% selected values 5 and 6 on the Likert scale. The findings indicate that most participants perceive their managers as motivating to achieve higher levels of performance.

Figure 20 : Answers to the statement "My manager makes most decisions without consulting the team".

My manager makes most decisions without consulting the team.

119 απαντήσεις

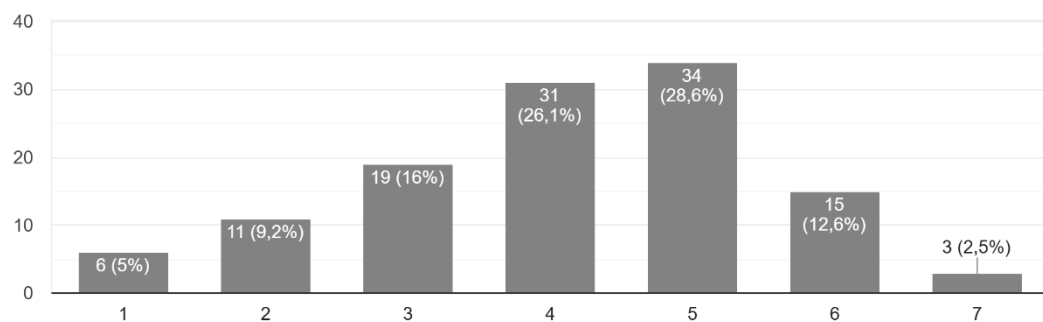


The above chart presents participants' responses regarding whether managers make most decisions without consulting the team members. Most of them have selected the values of 4 and 5 which means that they reported moderate levels of centralized decision-making while suggesting that managers sometimes make decisions independently without extensive team consultation.

Figure 21: Answers to the statement "My manager clearly links performance to rewards".

My manager clearly links performance to rewards.

119 απαντήσεις

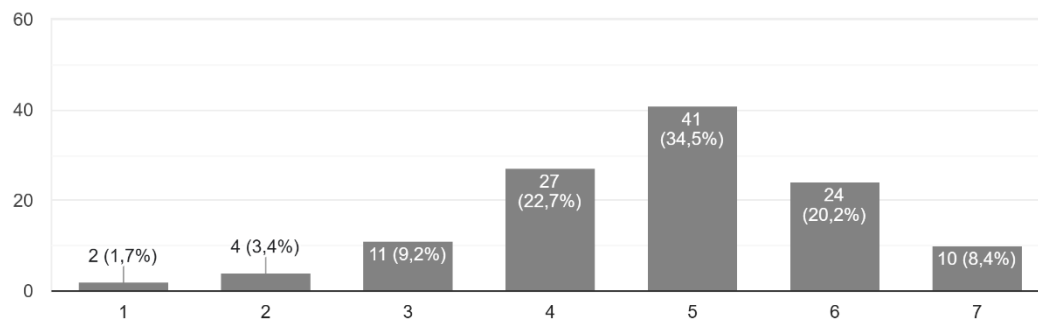


The above chart presents participants' responses regarding whether managers clearly link employee performance to rewards. The majority of the respondents selected values 4 and 5 which means that most of them believe that managers generally connect employee performance with rewards and recognition practices within the organization.

Figure 22: Answers to the statement "My manager supports innovative ideas".

My manager supports innovative ideas.

119 απαντήσεις

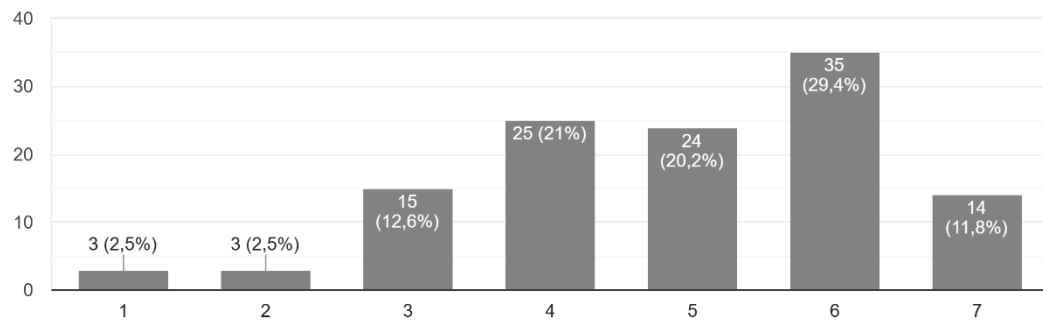


The above charts present participants' responses regarding whether managers support innovative ideas within the organization. The majority of the respondents selected values from 4 to 6, which means that most of the participants perceive their managers as supportive of innovation and open to new ideas and creative approaches within the team environment.

Figure 23: Answers to the statement "My manager expects rules and procedures to be strictly followed".

My manager expects rules and procedures to be strictly followed.

119 απαντήσεις

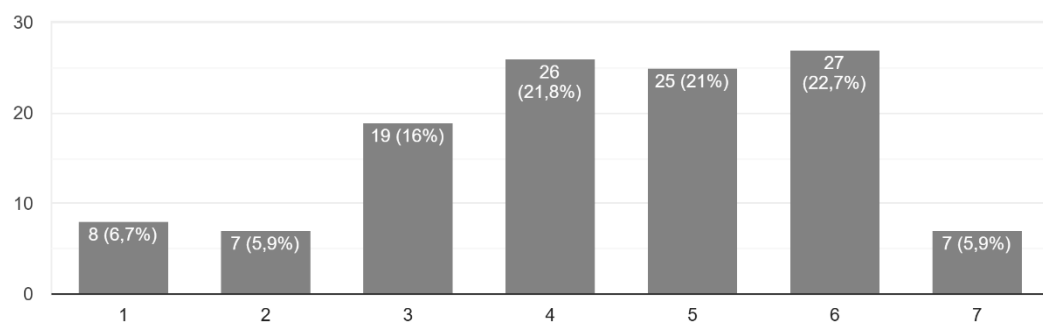


The above chart presents participants' responses regarding whether managers expect rules and procedures to be strictly followed within the organization. The majority of the respondents close to 70,6 % selected values from 4 to 6. The results indicate that most participants perceive their managers as emphasizing compliance with organizational rules, procedures and formal work standards.

Figure 24: Answers to the statement "My manager involves the team when setting goals".

My manager involves the team when setting goals.

119 απαντήσεις

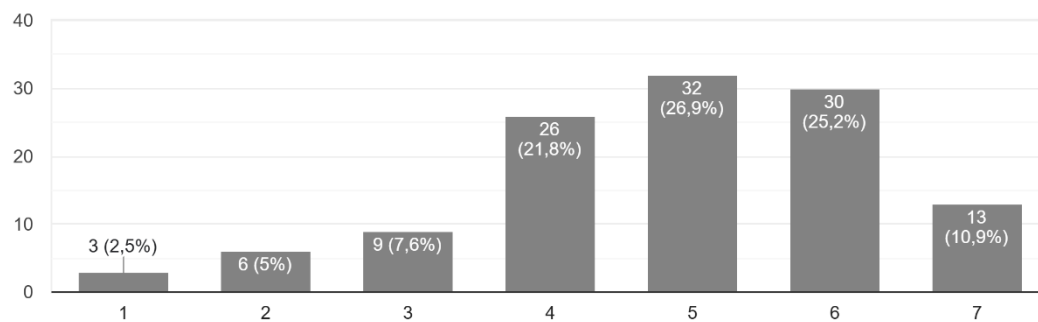


The above charts present participants' responses regarding whether managers involve team members when setting organizational goals. The majority of the respondents close to 65,5% selected values 4 to 6 on the Likert scale. The results shows that most participants perceive a relatively participative leadership approach, where managers involve employees in goal-setting and team decision-making processes.

Figure 25: Answers to the statement "My manager focuses strongly on achieving targets and KPIs".

My manager focuses strongly on achieving targets and KPIs

119 απαντήσεις

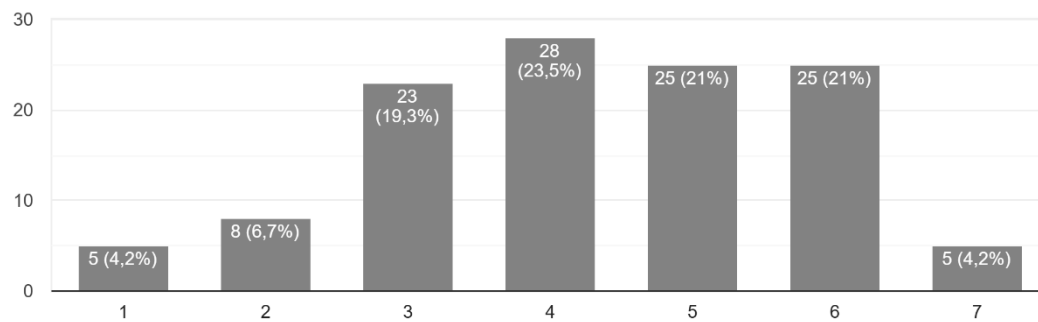


The chart above presents participants' responses regarding whether managers strongly focus on achieving targets and KPIs within the organization. The majority of the respondents close to the 73,9% selected values 4, 5, and 6 on the Likert scale. The findings indicate that most participants perceive their managers as highly goal-oriented and focused on achieving organizational performance targets and operational objectives.

Figure 26: Answers to the statement "My manager motivates me by communicating a clear vision".

My manager motivates me by communicating a clear vision.

119 απαντήσεις

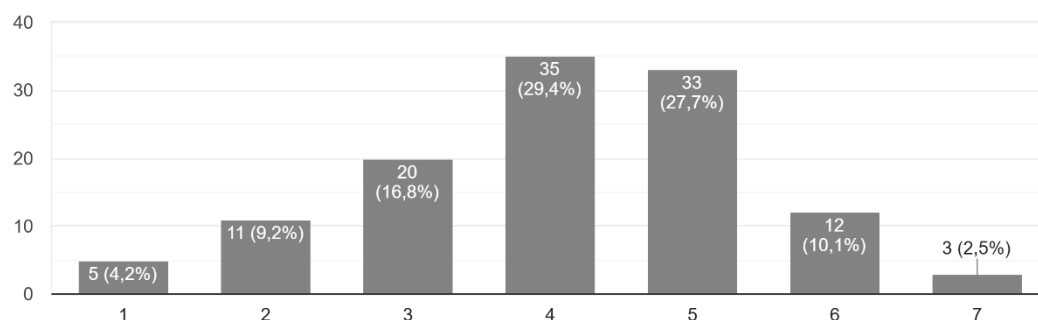


The above chart presents participants' responses regarding whether managers motivate employees by communicating a clear vision. Based on the results, the 88,8% percent of the participants have selected values between 3 to 6. So, what we notice is that the most participants generally perceive their managers as providing direction and motivating employees through the communication of organizational goals.

Figure 27 : Answers to the statement "My manager discourages questioning of decisions".

My manager discourages questioning of decisions.

119 απαντήσεις

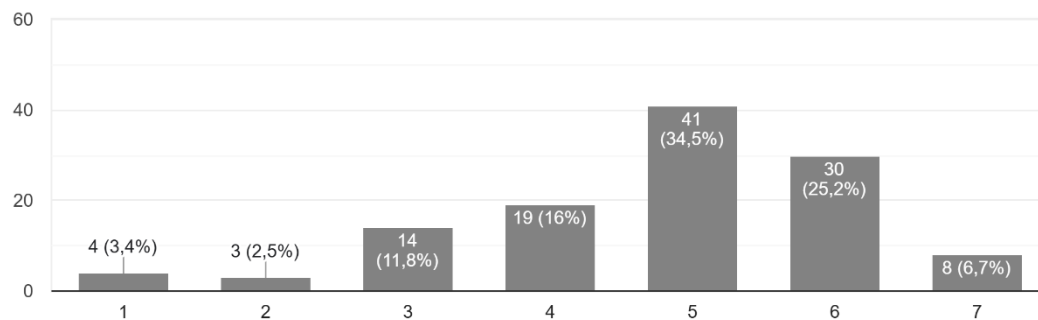


The above chart presents participants' responses regarding whether managers discourage employees from questioning decisions within the organization. Most of the participants selected the values 4 and 5 on the Likert scale. The findings indicate that participants perceive a moderate level of managerial control regarding employee participation in decision-making and questioning of managerial actions.

Figure 28: Answers in the statement "My manager recognizes good performance explicitly".

My manager recognizes good performance explicitly.

119 απαντήσεις

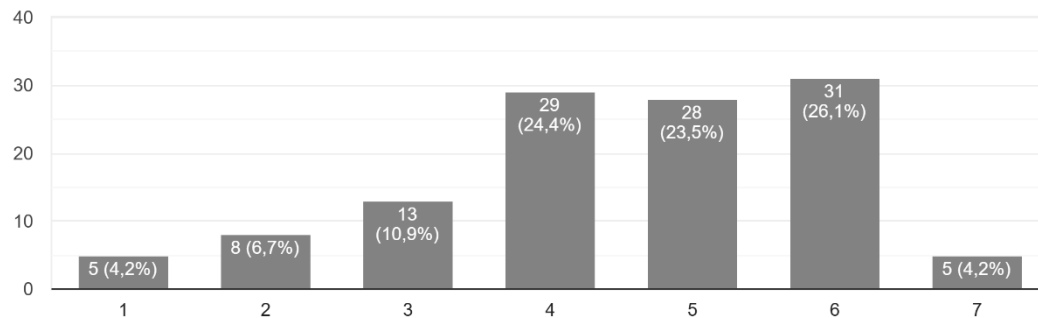


The above chart presents participants' responses regarding whether managers explicitly recognize good employee performance. The 59,7% of the respondents selected values 5 and 6 on the Likert scale. The findings indicate that most participants perceive their managers as acknowledging and appreciating employee contributions and positive performance in the organization.

Figure 29: Answers to the statement "My manager encourages independent thinking".

My manager encourages independent thinking.

119 απαντήσεις

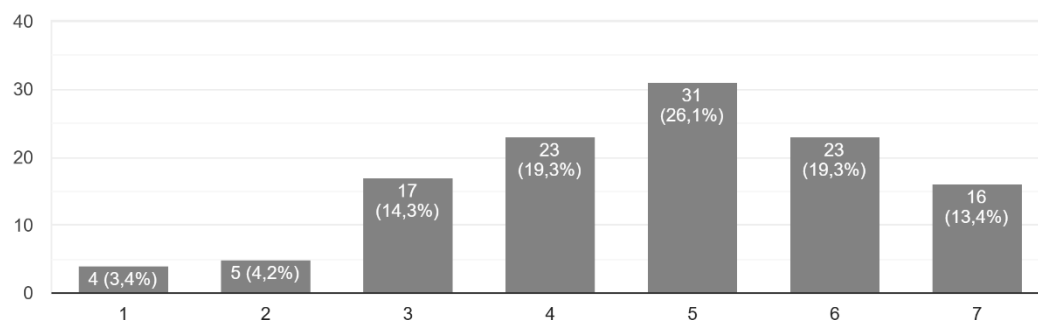


The above chart presents participants' responses regarding whether managers encourage independent thinking within the organization. The 74% of the participants selected the values from 4 to 6. From the results, we notice that most participants perceive their managers as supportive of employee autonomy, independent thinking and individual initiative within the workplace.

Figure 30: Answers to the statement "My manager prefers to maintain full control over decisions".

My manager prefers to maintain full control over decisions.

119 απαντήσεις

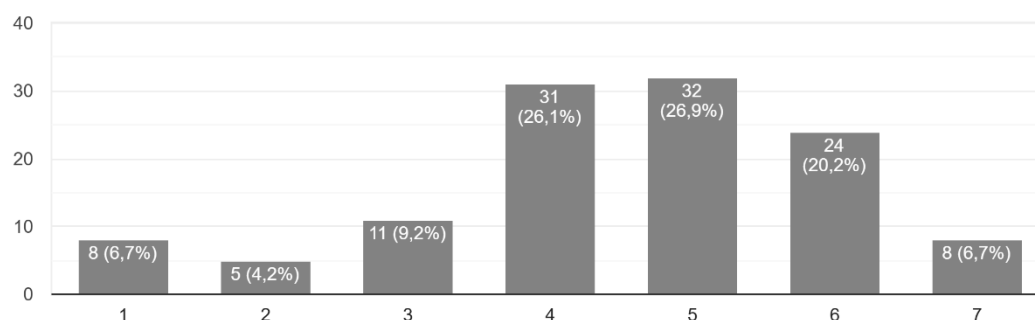


The above chart presents participants' responses regarding whether managers prefer to maintain full control over organizational decisions. The 64,7% of the participants selected values from 4 to 6 on the Likert scale. The findings indicate that many participants perceive their managers that centralized approach to decision-making and maintaining significant control over team decisions.

Figure 31: Answers to the statement "My manager supports my personal development".

My manager supports my personal development.

119 απαντήσεις

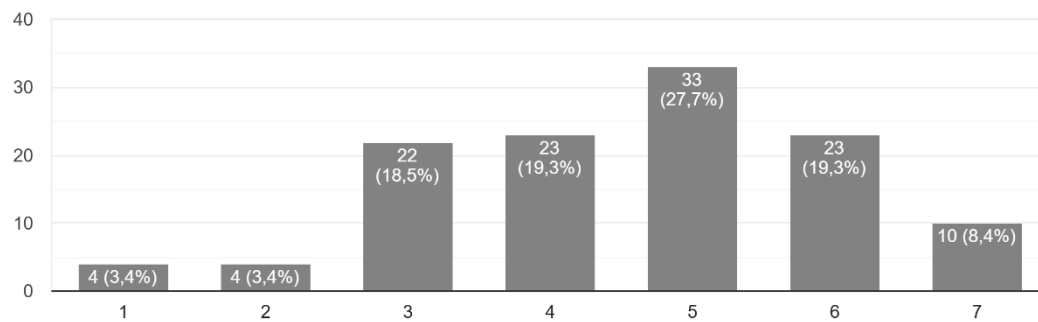


The above chart presents participants' responses regarding whether managers support employees' personal development within the organization. A percentage of 73,2 of the total participants selected the values from 4 to 6. The results indicate that most participants perceive their managers as supportive of employee growth, learning and professional development within the workplace.

Figure 32: Answers to the statement "My manager emphasizes results more than individual needs".

My manager emphasizes results more than individual needs.

119 απαντήσεις



The above chart presents participants' responses regarding whether managers emphasize organizational results more than individual employee needs. Most of them close to 66,3% selected the values from 4 to 6. The findings indicate that many participants perceive their managers that they emphasis on achieving organizational goals rather than focusing on individual employee needs.

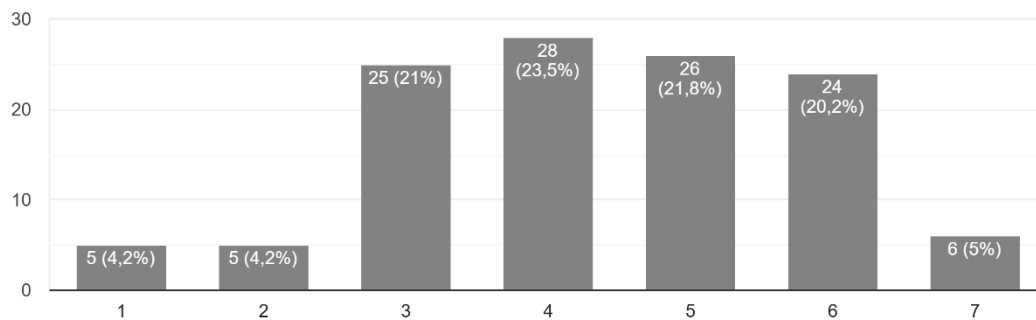
4.1.3 Training and Development

The following charts present participants' responses regarding training and development practices within their organizations. The charts examine employees' perceptions related to learning opportunities, skill development, training effectiveness and organizational support for professional growth and continuous improvement.

Figure 33: Responses to the statement "I have received sufficient training for the tasks I handle in operations".

I have received sufficient training for the tasks I handle in operations

119 απαντήσεις

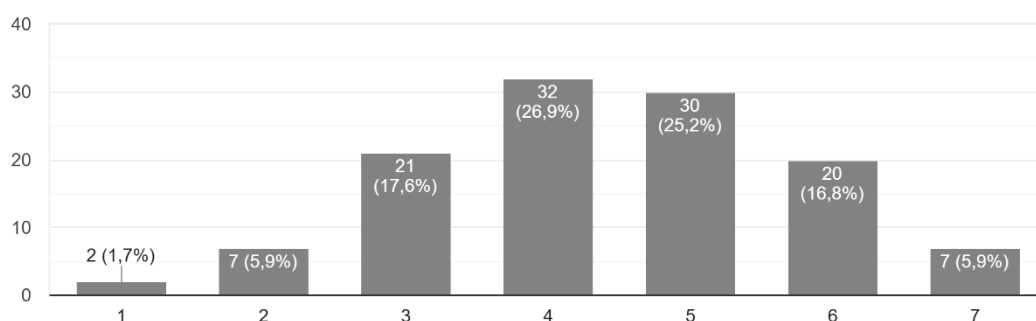


The above chart presents participants' responses regarding whether employees have received sufficient training for the operational tasks they handle within the organization. From the participants, a big percentage of 86,9% selected the items from 3 to 6. The findings indicate that most participants generally believe that they have received adequate training and preparation for their operational responsibilities.

Figure 34: Responses to the statement "Training provided is directly relevant to my daily responsibilities".

Training provided is directly relevant to my daily responsibilities.

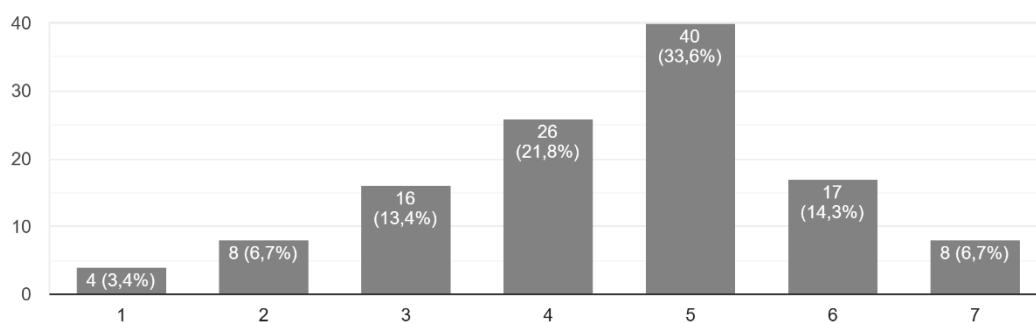
119 απαντήσεις



The above chart presents participants' responses regarding whether the training provided by the organization is directly relevant to employees' daily responsibilities. Close to the half of the participants and more specifically the 52,10% have selected the items 4 and 5. The findings indicate that most participants perceive the training programs as generally relevant and connected to their everyday operational tasks and responsibilities.

Figure 35: Responses to the statement "I have access to learning opportunities when new processes or tools are introduced".

I have access to learning opportunities when new processes or tools are introduced.
119 απαντήσεις

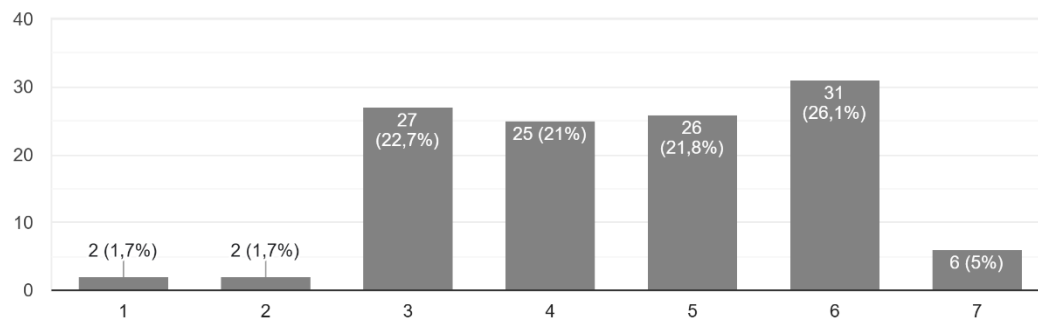


The above chart presents participants' responses regarding whether employees have access to learning opportunities when new processes or tools are introduced within the organization. Of the total participants, the percentage of 55,4% selected the items 4 and 5. The results indicate that most participants believe that their organizations generally provide learning opportunities and support employees during organizational or technological changes.

Figure 36: Responses to the statement "The training I receive improves my efficiency and accuracy at work".

The training I receive improves my efficiency and accuracy at work.

119 απαντήσεις

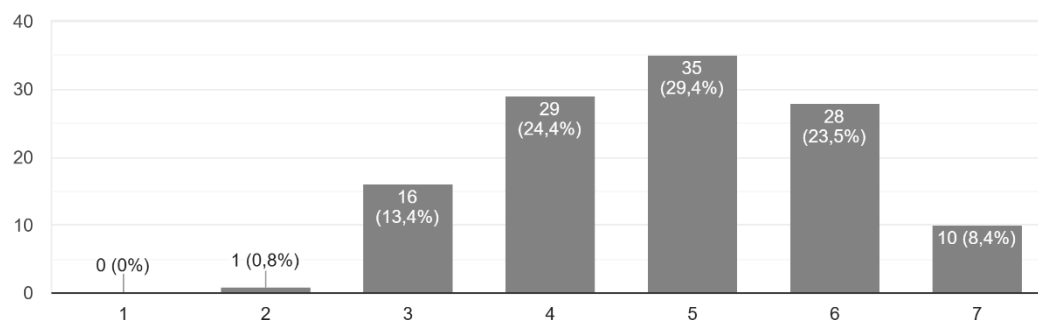


The above chart presents participants' responses regarding whether the training they receive improves their efficiency and accuracy at work. All the participants except from a small percentage which is 8,4% have selected the items from 3 to 6. The findings indicate that most participants believe that training programs contribute positively to improving employee performance, efficiency and work accuracy.

Figure 37: Responses to the statement "Training helps me adapt more easily to changes in processes and systems".

Training helps me adapt more easily to changes in processes and systems.

119 απαντήσεις



The above chart presents participants' responses regarding whether training helps employees adapt more easily to changes in processes and systems within the organization. The majority of the respondents close to 77,3 % of the total participants selected values 4, 5, and 6 on the Likert scale. The findings indicate that most participants believe that training programs support employee adaptability and help employees respond more effectively to organizational and operational changes.

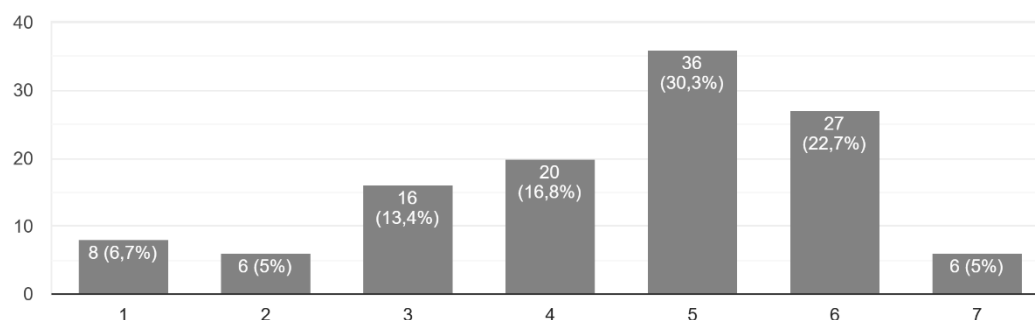
4.1.4 Teamwork and Cooperation

The following charts present participants' responses regarding teamwork and cooperation within their organizations. The charts examine employees' perceptions related to collaboration, mutual support, trust, coordination and communication among team members during the daily tasks and responsibilities.

Figure 38: Answers to the statement "Team members coordinate effectively to meet deadlines".

Team members coordinate effectively to meet deadlines.

119 απαντήσεις

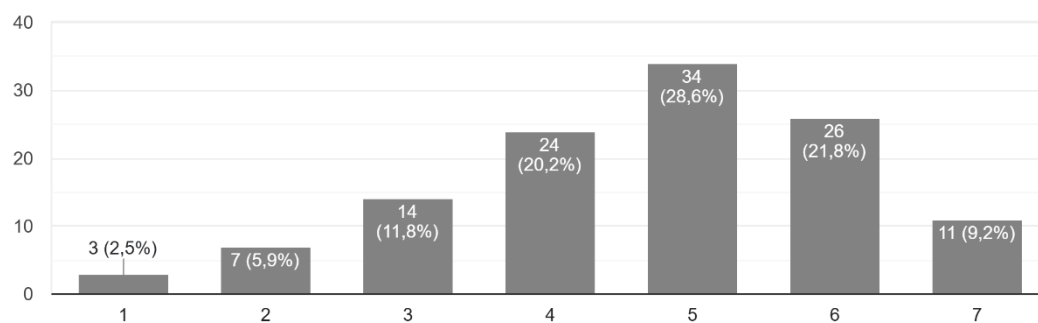


The above chart presents participants' responses regarding whether team members coordinate effectively in order to meet deadlines. The first value which many participants selected is number 5 with a total percentage of 30.3%. The next one is value 6 with a total percentage of 22.7%. From the results we understand that most participants perceive a satisfactory level of coordination among team members in achieving deadlines.

Figure 39: Answers to the statement "We support each other when workload increases".

We support each other when workload increases.

119 απαντήσεις

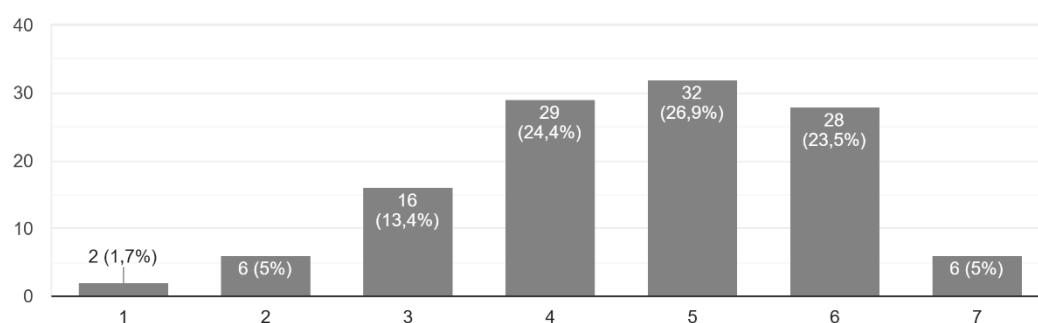


The above chart presents participants' responses regarding whether team members support each other when workload increases within the organization. A total percentage of 70,6% of the participants selected the items from 4 to 6. The findings indicate that most participants perceive a positive level of mutual support and cooperation among team members during periods of increased workload.

Figure 40: Answers to the statement "There is a mutual trust and reliability within the team".

There is a mutual trust and reliability within the team.

119 απαντήσεις



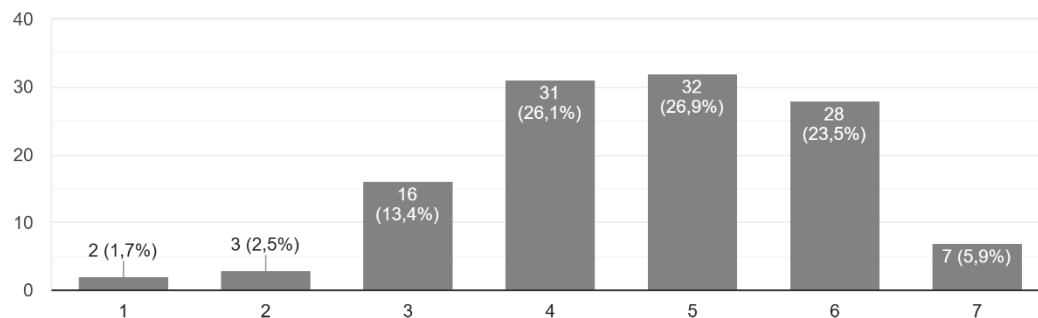
The above chart presents participants' responses regarding whether there are mutual trust and reliability among team members within the organization. Of the total participants the percentage of 74,8% selected the items from 4 to 6. The findings

indicate that most participants perceive a positive level of trust and reliability within their teams.

Figure 41: Answers to the statement "When disagreements occur, we resolve them professionally".

When disagreements occur, we resolve them professionally.

119 απαντήσεις

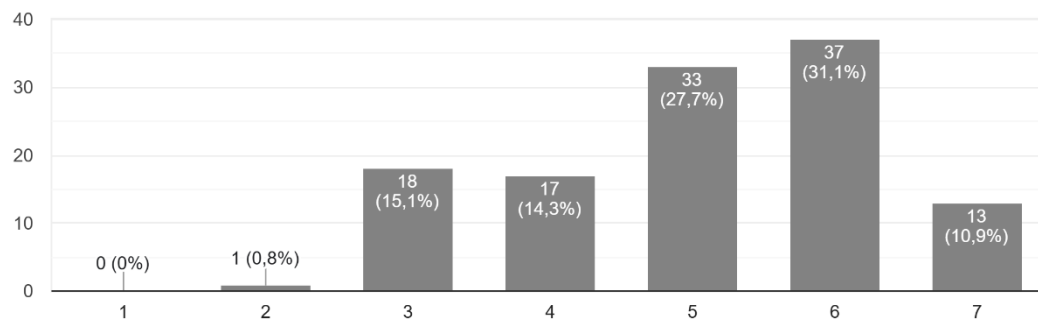


The above chart presents participants' responses regarding whether disagreements within the team are resolved in a professional manner. The majority of the respondents close to 76,5% selected values from 4 to 6. The findings indicate that most participants perceive conflict management and problem resolution within their teams as generally professional.

Figure 42: Answers to the statement "Collaboration within the team contributes to better overall performance".

Collaboration within the team contributes to better overall performance.

119 απαντήσεις



The above chart presents participants' responses regarding whether collaboration within the team contributes to better overall performance. The majority of the respondents close to 73,10% selected values from 4 to 6. The results indicate that most participants strongly believe that teamwork and effective collaboration positively contribute to overall team performance.

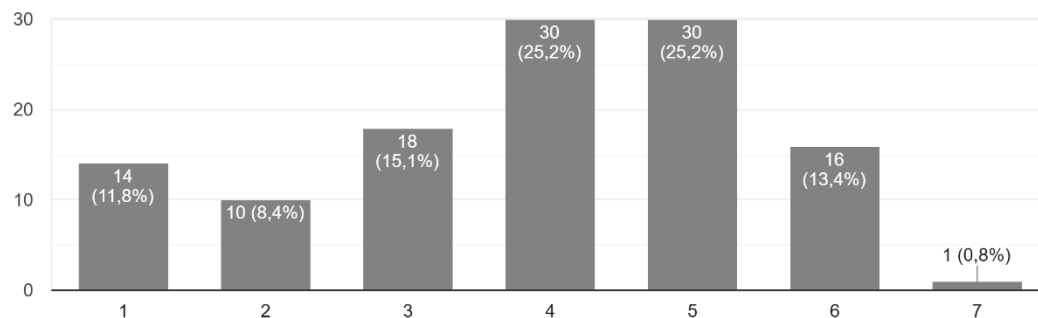
4.1.5 Rewards and Recognition

The following charts present participants' responses regarding rewards and recognition practices within their organizations. The charts examine employees' perceptions related to fairness of rewards, recognition of performance, appreciation from management, motivation and the extent to which organizational reward systems support employee performance and contribution.

Figure 43: Answers to the statement "The overall reward system in my organization is fair".

The overall reward system in my organization is fair.

119 απαντήσεις

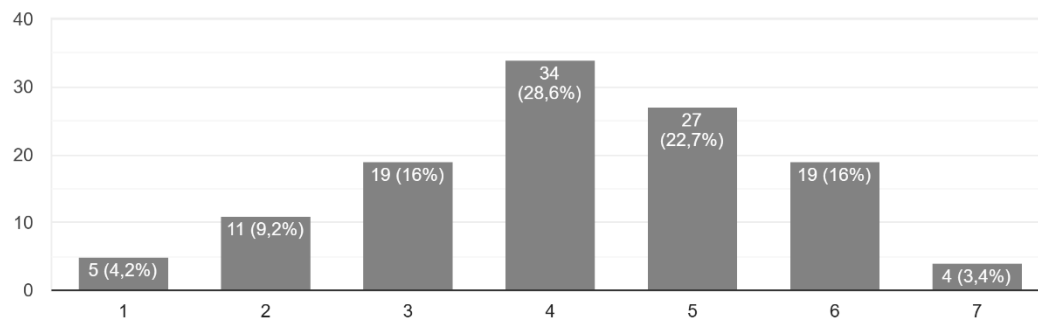


The above chart presents participants' responses regarding whether the overall reward system within their organization is perceived as fair. From the respondents, a percentage of 50,4% have selected values 4 and 5. The results mentions that most participants perceive the reward system as fair, although a significant percentage of respondents expressed lower levels of agreement, suggesting that perceptions of fairness may vary between the employees.

Figure 44: Answers to the statement "Good performance is recognized in the timely and meaningful way".

Good performance is recognized in the timely and meaningful way.

119 απαντήσεις

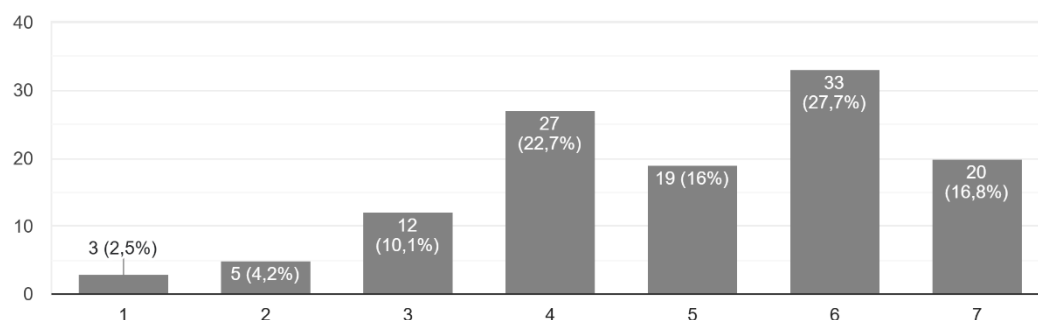


The above chart presents participants' responses regarding whether good performance is recognized in a timely and meaningful way within the organization. Half of the respondents about 51,3 % selected values 4 and 5. The rest participants selected all the rest values. The findings indicate that most participants believe that employee performance is generally acknowledged and appreciated by the organization, although perceptions regarding the effectiveness of recognition practices vary among respondents.

Figure 45: Answers to the statement "Recognition (financial or non-financial) motivates me to perform better".

Recognition (financial or non-financial) motivates me to perform better.

119 απαντήσεις

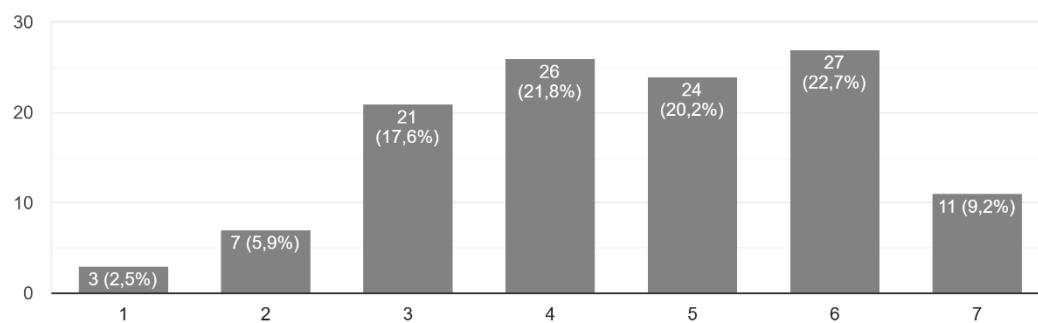


The above chart presents participants' responses regarding whether financial or non-financial recognition motivates employees to perform better. The findings indicate that most participants believe that recognition and rewards positively influence employee motivation and contribute to improved work performance.

Figure 46: Answers to the statement "Recognition is not limited only to financial rewards".

Recognition is not limited only to financial rewards.

119 απαντήσεις

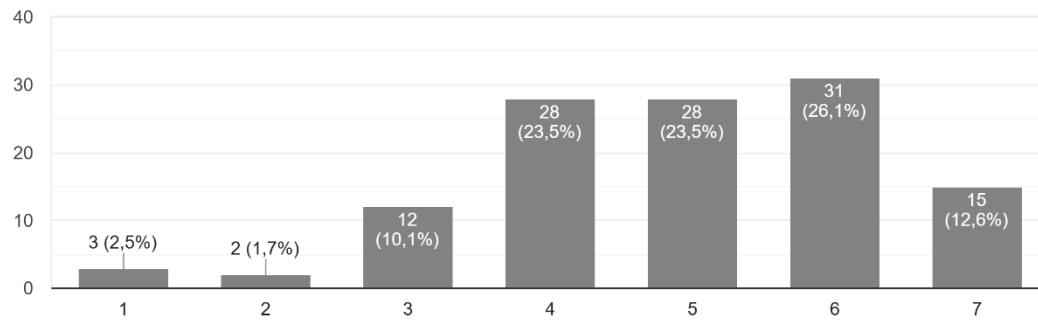


The above chart presents participants' responses regarding whether recognition within the organization is not limited only to financial rewards. The findings indicate that most participants believe that organizations also use non-financial forms of recognition, such as appreciation, feedback, etc in order to support employee motivation and performance.

Figure 47: Answers to the statement "Recognition and rewards encourage me to go beyond my basic job responsibilities".

Recognition and rewards encourage me to go beyond my basic job responsibilities.

119 απαντήσεις



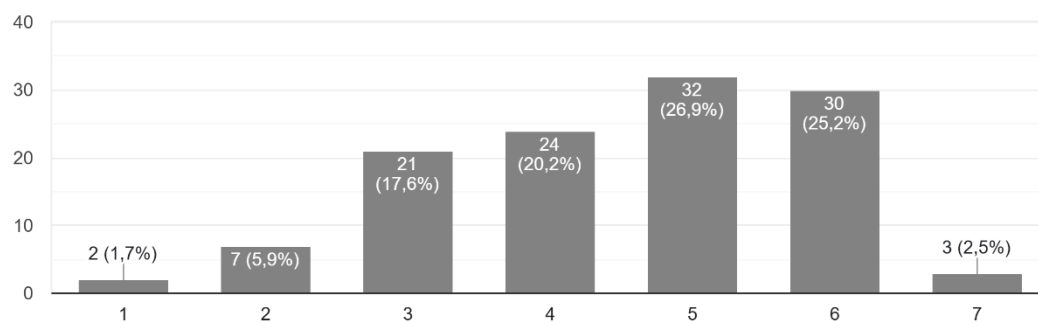
The above chart presents participants' responses regarding whether recognition and rewards encourage employees to go beyond their basic job responsibilities. The findings indicate that most participants believe that rewards and recognition practices motivate employees to increase their effort and contribute beyond their formal job duties.

4.1.6 Communication & Psychological Safety

The following charts present participants' responses regarding communication and psychological safety within their organizations. The charts examine employees' perceptions related to open communication, information sharing, feedback processes, freedom to express opinions and the extent to which employees feel safe to communicate ideas, concerns and suggestions within their teams.

Figure 48 : Responses to the statement "I receive the information I need to do my job effectively".

I receive the information I need to do my job effectively.
119 απαντήσεις

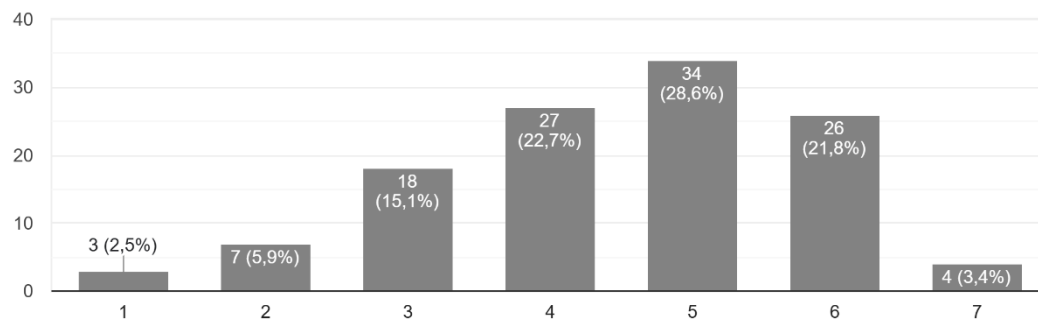


The above chart presents participants' responses regarding whether employees receive the information needed to perform their job effectively. The findings indicate that most participants perceive communication and information sharing within their organizations as generally effective and supportive of employee performance.

Figure 49: Responses to the statement "Communication between team members is clear and timely".

Communication between team members is clear and timely.

119 απαντήσεις

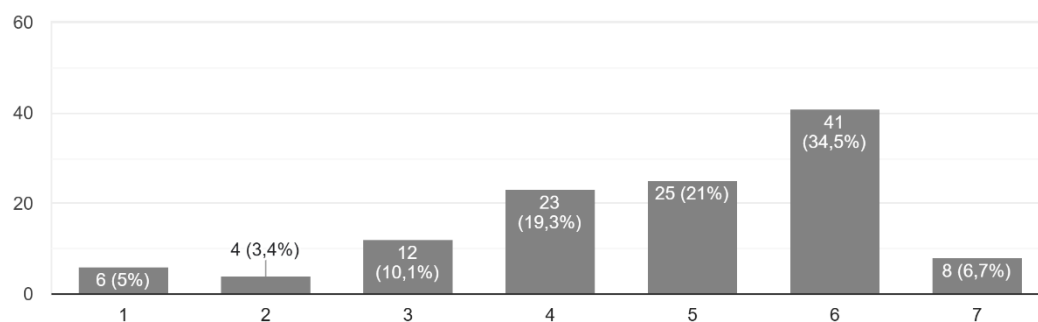


The above chart presents participants' responses regarding whether communication between team members is clear and timely within the organization. The results indicate that most participants perceive communication within their teams as generally effective, clear and supportive of collaboration and task coordination.

Figure 50: Responses to the statement "I feel safe to speak up about problems or mistakes".

I feel safe to speak up about problems or mistakes.

119 απαντήσεις

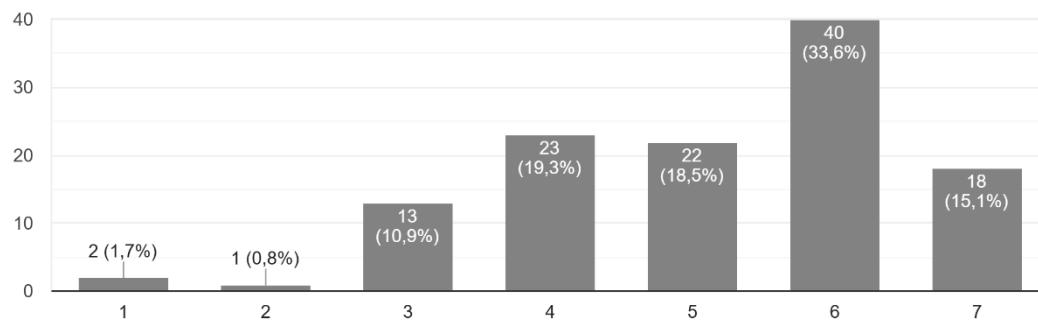


The above chart presents participants' responses regarding whether employees feel safe to speak up about problems or mistakes within their teams. The findings indicate that most participants perceive a relatively high level of psychological safety within their teams, allowing employees to communicate concerns and discuss mistakes openly.

Figure 51: Responses to the statement "Feedback within the team helps improve performance".

Feedback within the team helps improve performance.

119 απαντήσεις

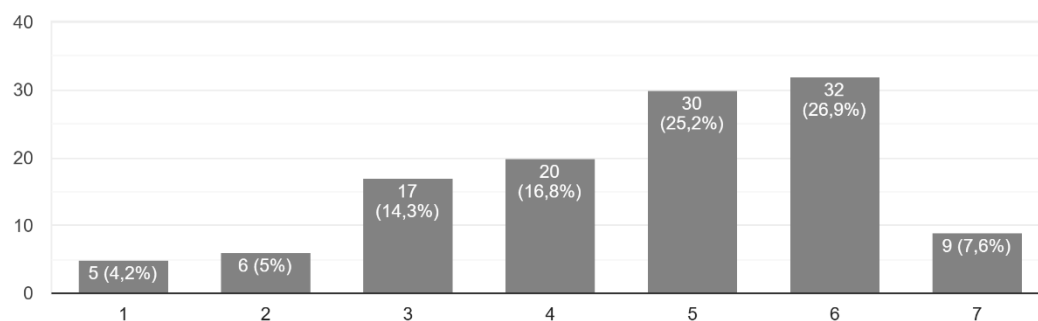


The above chart presents participants' responses regarding whether feedback within the team helps improve performance. The findings indicate that most participants believe that feedback processes within the team contribute positively to employee development, communication, and overall team performance.

Figure 52: Responses to the statement "Mistakes are treated as learning opportunities rather than reasons for blame".

Mistakes are treated as learning opportunities rather than reasons for blame.

119 απαντήσεις



The above chart presents participants' responses regarding whether mistakes within the team are treated as learning opportunities rather than reasons for blame. The findings indicate that most participants perceive a supportive team environment in which mistakes are viewed as opportunities for learning, improvement, and development rather than as reasons for criticism or blame.

Overall, the descriptive analysis showed that participants generally expressed positive perceptions regarding the examined variables. Higher levels of agreement were observed in most of the survey items related to team performance, leadership, teamwork, training, rewards, communication and psychological safety. The next section presents the inferential statistical analysis of the study variables.

4.2 Correlation Analysis

Correlation analysis was conducted in order to examine the relationships between the dependent and independent variables of the study. More specifically, the analysis explores the degree and direction of association between team performance and the examined organizational factors, including leadership style, training and development, teamwork and cooperation, rewards and recognition, communication, and psychological safety, as well as the control variables included in the study.

The results are presented in the below table where all variables appear both horizontally and vertically. Correlation coefficients range is from -1 to +1. A value close to +1 indicates an excellent positive relationship between two variables, while a value close to -1 indicates the opposite, which means a strong negative relationship. Values close to zero indicate weak or no linear relationship between variables. Lastly, the correlation values are equal to 1, since each variable is perfectly correlated with itself.

According to the literature, correlation values above 0.70 may indicate the existence of problems between variables. However, as presented in the correlation matrix, none of the correlations exceeded the value of ± 0.70 , indicating that does not appear to be a significant issue in the current study.

The findings reveal that team performance is positively associated with most of the examined independent variables. In particular, teamwork and cooperation, communication, leadership style, and rewards and recognition present moderate positive correlations with team performance, suggesting that higher levels of these organizational factors are associated with higher levels of perceived team performance. Additionally, the control variable related to work experience also demonstrates a positive relationship with team performance.

Overall, the correlation analysis provides preliminary evidence that the examined organizational variables are associated with team performance and supports the continuation of the regression analysis presented in the following section.

Table 2: Correlation of the Study Variables

Variables	tperf	ldem	l2transact	l3transf	l4auth	training	teamwork	rewards	communication	nationality	size	sector	yoop	gender	age
tperf	1.000														
ldem	0.6014	1.000													
l2transact	0.5916	0.6193	1.000												
l3transf	0.1290	-0.0359	-0.0564	1.000											
l4auth	0.3174	0.3003	0.3255	0.1739	1.000										
training	0.4427	0.6262	0.6157	-0.0841	0.3605	1.000									
teamwork	0.4769	0.3688	0.2957	0.2204	0.3778	0.3268	1.000								
rewards	0.4134	0.4805	0.5494	-0.0016	0.2967	0.4193	0.3968	1.000							
communication	0.4464	0.2495	0.3364	0.3600	0.3258	0.2062	0.3331	0.4428	1.000						
nationality	-0.0448	-0.1302	-0.0416	0.6072	0.1368	-0.0972	0.1322	-0.0246	0.0321	1.000					
size	0.5983	0.5676	0.5271	0.0475	0.3754	0.5463	0.4155	0.2961	0.3572	-0.0321	1.000				
sector	0.2650	0.3692	0.2768	-0.0291	0.1199	0.1805	0.1451	0.2461	0.0119	0.2014	0.1793	1.000			
yoop	0.1747	0.1385	0.0531	0.6050	0.1751	0.1624	0.2674	0.0240	0.3808	0.3977	0.1883	-0.0074	1.000		
gender	0.5304	0.5282	0.6870	-0.1489	0.3344	0.5647	0.2791	0.5123	0.3020	-0.0882	0.5468	0.1677	-0.0096	1.000	
age	0.2352	0.2511	0.1774	0.4739	0.2180	0.1708	0.3995	0.1633	0.3443	0.4029	0.2819	0.1777	0.4677	0.2356	1.000
wexp	0.5310	0.5266	0.5788	-0.1279	0.3951	0.5415	0.4559	0.5851	0.2328	-0.1298	0.5369	0.2317	-0.0448	0.4962	0.1126
edu	0.3964	0.4157	0.4079	0.0334	0.2467	0.3965	0.6965	0.2692	0.2797	0.0148	0.4801	0.1407	0.2427	0.4460	0.2935
	wexp	edu													
wexp	1.0000														
edu	0.4403	1.0000													

As shown in Table 2, team performance is positively associated with most of the examined independent variables. In addition, none of the correlation coefficients exceeded the threshold value of ± 0.70 , indicating that multicollinearity does not appear to be a significant issue in the present study. The results presented in Table 2 show that none of the observed correlations exceeded this threshold. Therefore, multicollinearity does not appear to represent a significant issue in the present study.

Statistical significance levels are reported as follows:

$p < 0.05$

$p < 0.01$

and $p < 0.001$.

4.3 Regression Analysis

In order to further investigate the factors affecting team performance, an ordered probit regression analysis was conducted. The dependent variable is the Team Performance and the independent variables are leadership styles, organizational factors, and demographic characteristics. In addition to this, several control variables were incorporated into the model, including company nationality, company size, sector, years of operation, gender, age, work experience and education level. Below there are the related Regression Analysis Table and some comments and results on this will follow.

Table 3: Ordered Probit Regression Results

Ordered probit regression

og likelihood = **-161.5498**

number of obs = **119**

LR chi2(16) = **110.90**

Prob > chi2 = **0.000**

Pseudo R2 = **0.2555**

tperf	Coefficient	Std. Err.	z	P> z	[95% conf. interval]	
l1dem	.2706096	.1110847	2.44	0.015	.0528876	.4883316
l2transact	.2061943	.108426	1.90	0.057	-.0063167	.4187053
l3transf	.1641096	.1079825	1.52	0.129	-.0475322	.3757513
l4auth	-.100765	.0843935	-1.19	0.232	-.2661733	.0646433
training	-.1132117	.1165545	-0.97	0.331	-.3416544	.115231
teamwork	.4387156	.1183184	3.71	0.000	.2068157	.6706154
rewards	-.01962336	.0975808	-2.01	0.044	-.3874883	-.0049788
communication	.2341423	.0986964	2.37	0.018	.0407009	.4275837
nationality	-.1304831	.1079363	-1.21	0.227	-.3420343	.0810682
size	.2058471	.108222	1.90	0.057	-.0062641	.4179584
sector	.1394318	.1130801	1.23	0.218	-.0822012	.3610648
yoop	.0451172	.0944749	0.48	0.633	-.1400502	.2302845
gender	.2734851	.109236	2.50	0.012	.0593865	.4875837
age	-.1695542	.0928549	-1.83	0.068	-.3515464	.0124381
wexp	.1764076	.1057341	1.67	0.095	-.0308274	.3836426
edu	-.2643239	.1215436	-2.17	0.030	-.5025451	-.0261027

As shown in the Table 3 ,the results of the ordered probit regression analysis. The model is statistically significant (LR = 110.90, $p < 0.001$). The selected variables explain the differences in team performance. Last but not least, the model achieved a Pseudo R^2 value of 0.2555, which is a satisfactory level.

The results shows that six variables have a statistically significant effect on team performance. Democratic leadership has a positive and statistically significant effect on team performance with ($p = 0.015$). This result confirms that employees who perceive higher levels of participation and consultation in decision-making have higher levels of team performance. In addition, Transactional leadership ($p = 0.057$) also have positive effects on team performance. Leadership practices based on clear goals and performance expectations may contribute to improved team outcomes.

Further to this, teamwork and cooperation noticed as positive predictor of team performance ($p < 0.001$). It is significant to mention here the importance of collaboration and mutual support among team members. Similarly, communication has a positive and statistically significant relationship with team performance ($p = 0.018$). Effective communication, information sharing, as far as problem-solving, have a positive effect to the team.

Concerning the demographic characteristics, a variable which has a positive and statistically significant effect on team performance ($p = 0.012$) is the gender. As the variable is coded as 0 = male and 1 = female, the results mentions that female participants reported higher levels of team performance compared to male respondents. Lastly, age, experience and education have also a positive and significant effect.

After determining which variables are statistically significant, examine the coefficient values in order to understand how each factor affects team performance. The coefficient indicates the relationship between each variable and team performance. A positive one suggests that an increase in the variable is associated with an increase in team performance. A negative coefficient indicates that an increase in the variable is associated with a decrease in team performance.

For example, teamwork and communication have a positive coefficient. This means that higher levels of teamwork and effective communication mean better team performance. Similarly, transformational leadership also has a positive effect, indicating that stronger transformational leadership practices contribute to higher team performance.

Among the organizational demographic variables, organization size is the only factor found to be statistically significant. The results indicate that larger organizations are most possible to achieve higher levels of team performance. This suggests that larger organizations may benefit from more structured processes, increased opportunities for collaboration which can influence team effectiveness positive.

Regarding the individual demographic variables, all four factors which are gender, age, work experience, and education level were found to be statistically significant. Work experience has a positive coefficient, which means that employees with work experience contribute more effectively to team performance. Experienced employees usually has the know-how, handling a stronger problem-solving skill and a better understanding of organizational processes.

However, on the other hand, rewards have a negative coefficient relationship with team performance. A stronger emphasis on individual rewards and recognition may be associated with lower team performance. A possible explanation is that individual recognition can encourage competition among team members and reduce collaborative behavior. As a result, recognition will be more effective when it is provided at the team level instead of on individual achievements. Individual rewards can sometimes create competition instead of cooperation within the team.

In contrast, age has a negative coefficient. This indicates that younger employees will have higher team performance levels. One possible explanation is that younger employees most probably will be more adaptable to change to new technologies or a different work environment.

Finally, education level shows a negative relationship with team performance. This finding suggests that higher educational brings lower team performance. A possible explanation is that highly educated employees may place greater emphasis on individual expertise which could sometimes reduce teamwork and create challenges in the team members.

The results shows that all demographic variables are statistically significant but only one organizational demographic variable which is the organization size. The findings suggest that individual demographic characteristics have a stronger influence on team performance than organizational demographic ones. Furthermore, among the hypotheses tested, only two were supported by the statistical analysis, while the remaining hypotheses were not confirmed.

Overall, the findings indicate that democratic leadership, teamwork, communication, rewards and recognition, gender, and education are the most influential factors affecting team performance.

4.4 Summary of Hypothesis Testing

Based on the results of the regression analysis, the hypotheses of the study were evaluated. The hypotheses associated with statistically significant predictors were considered supported, while hypotheses associated with non-significant predictors were considered rejected and not supported. In the below table we can see the results of each hypothesis separately.

Table 4 : Summary of Hypothesis Testing

Hypothesis	Result
H1A Democratic Leadership	Supported
H1B Transactional Leadership	Rejected
H1C Transformational Leadership	Rejected
H1D Authoritative Leadership	Rejected
H2A Training & Development	Rejected
H2B Teamwork & Cooperation	Supported
H2C Rewards & Recognition	Rejected
H2D Communication & Psychological Safety	Supported

Overall, the results indicate that democratic leadership, teamwork and cooperation and communication and psychological safety were the most important positive predictors of team performance. In contrast, rewards and recognition demonstrated a statistically significant negative relationship with team performance, while transactional leadership, transformational leadership, authoritative leadership, and training and development were not found to significantly predict team performance in the final model.

These findings provide important insights into the factors that contribute to team effectiveness and form the basis for the discussion and conclusions presented in the next chapter.

5. Conclusions

The factors that influence team performance within organizations have been analyzed in this study. Also, the impact of leadership styles, training and development, teamwork and cooperation, rewards and recognition, communication and psychological safety, as well as demographic characteristics on team performance. The related analysis showed that a big percentage of participants reported positive perceptions regarding team performance, leadership practices, teamwork, training opportunities, communication, and psychological safety. The results suggest that in order to improve the level of team performance, should perceive collaboration, support, and effective communication.

As an extra tool in this study, we use the correlation analysis which shows positive relationships between team performance and most of the examined variables. Teamwork, communication, leadership styles, training and rewards were positively associated with team performance, mentioning that any improvement in these areas is linked to higher levels of team effectiveness.

On the other hand, regression analysis identified the factors that influence team performance when all variables were similar examined. The findings demonstrated that democratic leadership, teamwork, cooperation and communication have a positive and statistically significant impact on team performance. Among these factors, teamwork is the strongest predictor, highlighting the importance of collaboration and mutual support among the teams.

Rewards were negatively associated with team performance as we showed from the results. A possible explanation is that excessive emphasis on individual recognition may encourage competition among employees and reduce collaboration. As a result, organizations should carefully design a reward system that promote team-based rather than individual achievements.

The findings of this study provide important managerial implications. The results find that managers can enhance team performance by adopting leadership practices that encourage employee participation and open communication. Democratic leadership, teamwork and communication were found to positively influence team performance, indicating that organizations should create work environments that promote trust between the teams.

Furthermore, the findings highlight the importance of teamwork as a key of team effectiveness. Managers should invest in team building, collaborative work practices that facilitate cooperation among employees. The positive influence of communication and psychological safety also suggests that organizations should encourage employees to express opinions, provide feedback and discuss problems openly without fear.

From a practical perspective, organizations may utilize these findings when designing leadership development programs, training initiatives, performance management systems and employee recognition practices. The results may also assist human resource professionals in developing policies aimed at strengthening team effectiveness and organizational performance.

Gender and education were found to significantly influence team performance. Female respondents reported higher levels of team performance. In parallel, higher levels of education were associated with lower evaluations of team performance. This finding may reflect the higher expectations that more educated employees have regarding leadership and organizational practices.

In conclusion, the findings of this study emphasize that effective leadership, strong teamwork and open communication are critical factors for improving team performance. Organizations must focus on creating work environments which clear communication is the point among team members in order to achieve the best results into the teams. In addition to this, they must invest in leadership practices that encourage employee participation and collaboration. Managers should promote teamwork, effective communication and create an environment where employees feel comfortable sharing ideas and concerns. In addition, reward systems should be designed carefully to support performance and avoid creating unnecessary competition among team members.

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Appendix A – Cover Letter

This questionnaire is part of MBA dissertation research. Participation is voluntary and all responses are anonymous and confidential. Data will be used solely for academic purposes. Please indicate your level of agreement with each statement using a 1-7 scale. (1 = Strongly Disagree, 7 = Strongly Agree). Completion of this questionnaire will take approximately 6-8 minutes.

Appendix B – Questionnaire

Leadership Style

Please indicate your level of agreement with the following statements regarding your direct manager.

1. My manager encourages team members to express their opinions *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

2. My manager closely monitors how tasks are performed. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

3. My manager inspires me to perform beyond expectations. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

4. My manager makes most decisions without consulting the team. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

5. My manager clearly links performance to rewards. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

6. My manager supports innovative ideas. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

7. My manager expects rules and procedures to be strictly followed. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

8. My manager involves the team when setting goals. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

9. My manager focuses strongly on achieving targets and KPIs *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

10. My manager motivates me by communicating a clear vision. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

11. My manager discourages questioning of decisions. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

12. My manager recognizes good performance explicitly. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

13. My manager encourages independent thinking. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

14. My manager prefers to maintain full control over decisions. *

1 2 3 4 5 6 7

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

15. My manager supports my personal development. *

1 2 3 4 5 6 7

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

16. My manager emphasizes results more than individual needs. *

1 2 3 4 5 6 7

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

Training & Development

17. I have received sufficient training for the tasks I handle in operations *

1 2 3 4 5 6 7

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

18. Training provided is directly relevant to my daily responsibilities. *

1 2 3 4 5 6 7

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

19. I have access to learning opportunities when new processes or tools are * introduced.

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

20. The training I receive improves my efficiency and accuracy at work. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

21. Training helps me adapt more easily to changes in processes and systems. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

Teamwork & Cooperation

22. Team members coordinate effectively to meet deadlines. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

23. We support each other when workload increases. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

24. There is a mutual trust and reliability within the team. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

25. When disagreements occur, we resolve them professionally. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

26. Collaboration within the team contributes to better overall performance. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

Rewards & Recognition

27. The overall reward system in my organization is fair. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

28. Good performance is recognized in the timely and meaningful way. *

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

29. Recognition (financial or non-financial) motivates me to perform better. *

1 2 3 4 5 6 7
Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

30. Recognition is not limited only to financial rewards. *

1 2 3 4 5 6 7
Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

31. Recognition and rewards encourage me to go beyond my basic job responsibilities. *

1 2 3 4 5 6 7
Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

Communication & Psychological Safety

32. I receive the information I need to do my job effectively. *

1 2 3 4 5 6 7
Stro ☐ ☐ ☐ ☐ ☐ ☐ ☐ Strongly Agree

33. Communication between team members is clear and timely. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

34. I feel safe to speak up about problems or mistakes. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

35. Feedback within the team helps improve performance. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

36. Mistakes are treated as learning opportunities rather than reasons for blame. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

Team Performance (Dependent Variable)

37. Our team consistently meets operational targets and deadlines. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
						Strongly Agree

38. Our team maintains high accuracy and quality in operational tasks. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

39. Our team responds effectively to urgent issues and workload peaks. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

40. Overall, our team performance is strong compared to expectations. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

41. I am satisfied with the overall performance of my team. *

1	2	3	4	5	6	7
Stro	☐	☐	☐	☐	☐	☐
Strongly Agree						

Demographic and Organizational Information

The following questions are for classification purposes only.

42. What is the nationality of the company? *
- ☐ Greek Firm
- ☐ Subsidiary of foreign firm
43. What is the size of the organization you work for? *
- ☐ 1-10 employees
- ☐ 11-50 employees
- ☐ 51-250 employees
- ☐ >250 employees
44. Which sector best describes your organization? *
- ☐ Production
- ☐ Services

45. What is your current role? *

☐

Non- Managerial employee

☐

Manager

☐

Senior

☐

Director

46. How many years of work experience do you have? *

☐

Less than 2 years

☐

2-5 years

☐

6-10 years

☐

More than 10 years

Gender

☐☐☐

NA

47. Age Group

- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 55+

48. Years in current organization *

- ☐ 1-3
- ☐ 4-6
- ☐ 7-9
- ☐ 10+

49. In which period was your organization established? *

- ☐ Before 1980
- ☐ 1981-2000
- ☐ 2001-2020
- ☐ 2020 or later

50. What is your marital status? *

☐

Single

☐

Married

☐

Divorced

☐

Widowed

☐

Prefer not to say

51. What is your highest level of education completed? *

☐

High school

☐

Bachelor's degree

☐

Doctoral degree / PhD

☐

Master's degree

Αυτό το περιεχόμενο δεν έχει δημιουργηθεί και δεν έχει εγκριθεί από την Google.

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