BSc in Psychology
Department of Psychology

The Relation between Teamwork, Job Satisfaction and Organizational
Commitment in the Workplace

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Foreword

Submitted in partial fulfilment of the requirements of the BSc Psychology degree, Reykjavik University, the thesis is presented in the style of an article for submission to a peer-reviewed Journal. The thesis was completed in the Spring of 2021 and may, therefore, have been significantly impacted by the COVID-19 pandemic. The thesis and its findings should be viewed in light of that.

Abstract

Teamwork in organizations is a large topic in the field of industrial and organizational psychology. Studies have shown that successful teamwork can have many positive effects on organizations, including increased productivity, more organizational trust, and improved employee performance. Previous Icelandic qualitative studies have shown that teamwork has positive effects on organizations. To measure organizational commitment, the organizational commitment scale designed by Allen and Meyer was used. Job satisfaction was measured with Spector's job satisfaction survey (JSS). Teamwork was measured by using a questionnaire based on Lurie's et al. study. The data was analyzed by using hierarchical regression, Pearson's correlation and independent t-test. Both job satisfaction and organizational commitment showed significant positive correlation with teamwork. Regression analyzes showed that teamwork had significant positive impact on job satisfaction and organizational commitment. Independent t-test showed that there is not a significant difference between amount of teamwork in relation to job satisfaction and organizational commitment, which might indicate that the quality of teamwork results in more job satisfaction but the amount of teamwork does not.

Keywords: Teamwork, job satisfaction, organizational commitment, affective commitment, work psychology, human resources, hierarchical regression

Útdráttur

Teymisvinna hefur undanfarin ár verið notuð í auknum mæli sem verkfæri til að reyna að hámarka afköst vinnustaða. Rannsóknir hafa sýnt fram á margvíslegan ávinning þess að notast við teymisvinnu en vöntun er á íslenskum megindlegum rannsóknum. Niðurstöður erlendra rannsókna sýna jákvæð áhrif teymisvinnu á starfsánægju og skuldbindingu í starfi. Niðurstöður þessarar rannsóknar sýna jákvæða fylgni milli teymisvinnu og starfsánægju, sem og teymisvinnu og skuldbindingar í starfi. Skuldbinding í starfi var mæld með spurningalista Allen og Meyer sem mælir þrjár undirtegundir skuldbindingar; tilfinningalega skuldbindingu, normatíva skuldbindingu og framtíðarskuldbindingu. Starfsánægja var mæld með spurningalista hannaðan af Spector og teymisvinna mæld með spurningalista gerðum eftir niðurstöðum rannsóknar Lurie og félaga. Aðhvarfsgreining sýndi að teymisvinna skýrir marktækan hlut bæði í starfsánægju og skuldbindingu í starfi. T-próf sýndi að ekki er marktækur munur milli magns teymisvinnu hvað varðar á starfsánægju og skuldbindingu í starfi. Þessar niðurstöður gefa vísbendingar um að gæði teymisvinnu auki starfsánægju en magn teymisvinnu geri það ekki endilega.

The Relation between Teamwork, Job Satisfaction and Organizational Commitment

Teamwork in organizations is a large topic in the field of industrial and organizational psychology. The impact of teamwork on organizations, the pros and cons of teamwork, and how to put together a successful team are just a few of the perspectives that researchers have studied (Guzzo & Dickson, 1996). Because previous research in Iceland has been qualitative, there is a need of quantitative studies on how teamwork affects organizations.

Organizations have in the last decades increasingly used teamwork as a tool to make decisions and work on projects. Teams are used in all kinds of circumstances in order to try to maximize organizational performance (Kozlowski & Ilgen, 2006). Because of this trend, it is important to study the effects that teamwork has on organizations.

Richter and colleagues' (2011) findings showed that successful teamwork can have many positive effects on organizations, including increased productivity, more organizational trust, and improved employee performance. Although the main topic of this research paper is the relationship between teamwork, job satisfaction, and organizational commitment, it is worth mentioning that to maximize the effects of a team within an organization, the team has to work in an effective way.

Effective Teamwork

Although teamwork can lead to many benefits for organizations, the key for that to happen is that the team has to work effectively. Defining effective teamwork can be quite difficult, as teams come in all shapes and sizes and have different purposes between organizations and even within the organization itself. Put simply, effective teams are those that do the job they are supposed to do and meet the goals that were set before the work started.

Teams that perform well tend to be highly cohesive (Stashevsky & Koslowsky, 2006).

When individuals in a team build strong bonds, they work better together and are consequently more likely to bring better results than teams that are less cohesive (Weingart, 1992). It might therefore be beneficial for teams to focus on building strong connections between members to maximize their work. Highly effective teams set goals before they start working, know what they want to achieve and have the resources and support needed.

Definitions

Team

A team is a group of people with a common goal (Zincirkiran et al., 2015). Teams are useful in complex situations and work where the skillsets of many different people bring better results than if these individuals work separately. In the world of organizational psychology, the term team is widely used instead of the word group. Katzenbach and Smith (1993) define the difference between these two terms in such a way that a group is individuals who work together but a team has a common sense of shared commitment to the same goal.

Teamwork

The goal of teamwork is putting together highly trained people to work to attain a certain goal (Dyer, 1985). If done correctly, this should be beneficial for the organization. Teamwork has been defined as a common vision and the ability to work towards organizational goals (Sanyal & Hisam, 2018).

Job Satisfaction and Teamwork

Job satisfaction has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1297). Job satisfaction is one of the main factors of organizational success and is therefore an important research topic. The term job satisfaction implies both how people generally feel about their job and how they feel about related things such as working hours, wages and so forth.

Körner et al. (2015) findings show that when people participate in effective teamwork, their job satisfaction increases. Job satisfaction is linked to such factors as individual performance and organizational engagement. When people are happy at their job, they are less likely to quit, and they perform better than those with lower job satisfaction.

Hanaysha and Tahir (2016) examined the effects of employee empowerment, teamwork, and employee training on job satisfaction, and their findings showed that teamwork has significant positive effects on job satisfaction. Both employee empowerment and employee training were also positively correlated with job satisfaction. These findings show that teamwork can be a powerful tool to increase job satisfaction among people in organizations.

Additionally, Griffin et al. (2001) studied the relation between job satisfaction and teamwork by asking a sample from 48 companies, with a total of around 4,780 employees, questions related to job satisfaction and teamwork. They found that the relation between teamwork and job satisfaction was partially explained by job enrichment activities, meaning that activities that increase employees' feeling of having a team behind them increases their job satisfaction.

Organizational Commitment and Teamwork

Ghorbanhosseini (2015) and Zincirkiran and colleagues' findings (2015) indicate that teamwork tends to increase organizational commitment. During teamwork, people start bonding with each other and making emotional connections. This process increases people's commitment to the organization because they feel secure and welcome. In addition, Crossman and Lee-Kelley's (2004) findings showed that in organizations where people are given conditions to work in teams, organizational commitment increased.

Allen and Meyer (2000) defined organizational commitment in three different parts: affective, normative, and continuous commitment. Affective commitment refers to the

employee's emotions toward the organization, whether employees' job at the organization is a large part of their identity and whether an employee believes in the organizations values and goals. An employee that is affectively committed stays at the organization because he wants to. Normative commitment refers to when people tend to stay at their job because they feel like they have a moral duty to do so. Lastly, continuous commitment is when people tend to stay at an organization because of the loss they might have to face when leaving it, such as social status and a high position at the organization. Organizational commitment has been shown to be a major factor for organizational performance. Lambert and Hogan's study (2009) showed that organizational commitment directly influenced turnover. In other words, when organizational commitment was high, turnover rates were low. Zincirkiran et al. (2015) showed a positive relation between organizational performance, teamwork, and organizational commitment.

In Addition, studied Dhurup et al. (2016) the relation between teamwork, job satisfaction and organizational commitment. Their findings indicate that teamwork is positively correlated to both job satisfaction and organizational commitment.

Job Satisfaction and Organizational Commitment

It is highly beneficial for organizations to have employees committed to their job. Having high organizational commitment has been shown to have lower the costs for organizations by lowering turnover rates, absenteeism, and the need for supervising employees (Moldogaziev & Silvia, 2015). This results in a reduced need for hiring new employees and costs associated with staff training.

The correlation between job satisfaction and organizational commitment has been examined in numerous studies which have shown that there is a positive correlation between job satisfaction and organizational commitment. Findings of the study conducted by

Markovits et al. (2010) showed that affective commitment and job satisfaction have a correlation of .50 for extrinsic job satisfaction and .56 for intrinsic job satisfaction.

Even though there are some mixed results about how job satisfaction and organizational commitment impact each other, it is widely believed that job satisfaction is an indicator for organizational commitment.

Findings from Chrodiya et al. (2017) indicate that employees with high job satisfaction tend to have high affective organizational commitment too. Both Pearson's correlation and regression analysis showed that job satisfaction has a significant impact on affective commitment. Wikhamn and Hall (2012) examined how perceived organizational support affects organizational commitment. Their findings are in line with Chordiya et al's (2017) findings, that employees' wellbeing at their organization increases affective commitment.

Current study

The few studies that have been conducted on teamwork in organizations in Iceland have been qualitative. Those studies showed that effective teamwork had positive effects on organizations (see for example Anna Pálsdóttir, 2016). In this quantitative research, the relation between job satisfaction, organizational commitment and teamwork will be studied. Based on recent studies mentioned above, four hypotheses are made:

1. Teamwork has positive effects on job satisfaction.
2. Teamwork has positive effects on organizational commitment.
3. The amount of teamwork is positively related to job satisfaction.
4. The amount of teamwork is positively related to organizational commitment.

Method

Participants

Participants in the study were a total of 143 people. 19 people answered that they did not have a job and did, therefore, not answer further questions. Of those that did answer the questionnaire were 84 women, 39 men and 1 non-binary. The survey was shared on Facebook and people were asked to answer the survey. The survey was also sent to 15 companies and only one small company accepted to answer the survey, which resulted in a total of 5 answers.

Participants were asked about their period of employment at the current organization and their total period of employment. The majority period of employment at current organization was 1–5 years or 73 participants (51%). Overall period of employment was more diverse, most frequent overall period of employment however was 21–25 years (16%). A total of 30% of participants were in a management position, while 55% participants were not in a management position and 15% of answers were missing.

Measures

One questionnaire was used for the study, which includes three scales and background questions, which were about gender, amount of teamwork, period of employment at current job, overall period of employment and management position (see Appendix A). A five-point Likert scale was used for all three scales, from "strongly agree" to "strongly disagree". Organizational commitment was measured with a scale designed by Allen and Meyer (2000). In their study factor analysis and Cronbach's alpha were used to measure the scales' validity and reliability. Results showed three factors, affirmative commitment with a Cronbach's alpha of .87, continuous commitment, with a Cronbach's alpha of .75 and normative commitment with a Cronbach´s alpha of .79.

Job satisfaction was measured with Spector's (1997) job satisfaction survey (JSS), which measures job satisfaction in a broad way, with a total of 9 subfactors. The survey

consists of 36 questions but was shortened down to 18 questions, keeping the original

subfactors. A reliability study examined Cronbach's alpha for each factor as well as for the

whole scale. Findings showed that alpha for each factor was from .60 to .82 and Cronbach's

alpha for the whole scale was .91. Teamwork was measured with a questionnaire based on

Lurie et al.'s (2011) study. The original questionnaire was designed for medical staff but was

revised to fit the present study. In their study, Cronbach's alpha was found to be .82.

Each scale was factor analyzed and alpha calculated. The teamwork questionnaire came out as

one factor and was therefore unchanged from the original scale. Cronbach's alpha was .95.

Two variables were removed in the job satisfaction questionnaire to fit the factor. Cronbach's

alpha was .86. Organizational commitment was factor analyzed into the three factors,

affective commitment, continuous commitment and normative commitment. Affective

commitment had two variables removed and Cronbach's alpha was .69. Continuous

commitment and normative kept unchanged from the original scale with 8 variables each.

Cronbach's alpha was .74 and .72.

Three independent t-tests were conducted to examine if those with a high amount of

teamwork at their current job had significantly higher job satisfaction, affective commitment

and overall organizational commitment than those with a low amount of teamwork at their

current job. Amount of teamwork was divided into two groups: Group 1 with none to some

teamwork and Group 2 with high and very high amount of teamwork.

Procedure

The study was conducted in April, spring semester of 2021. The questionnaire was

shared on Facebook and potential participants were asked to answer it. The survey consisted

of four sections, one for each scale, and background questions at the end of the survey. Those

who did not have any teamwork at their job were asked to only answer the first two scales of

the survey, job satisfaction and organizational commitment, and background questions.

People without jobs were able to participate by answering the first question, "Do you have a job?", and therefore did not answer any further questions.

Data Collection and Analysis

The answers were analyzed by using SPSS 27. Pearson correlation was used to examine the relationship between job satisfaction, teamwork, and organizational commitment. Four hierarchical regression analyses were conducted. The first was used to see if job satisfaction, teamwork, and the background questions obtained had a significant impact on affective commitment The second hierarchical regression analyzed the impact teamwork and the background questions obtained had on job satisfaction. The third and fourth analyzed the impact job satisfaction and the background questions obtained had on continuance commitment and normative commitment. Three independent t-tests were used to see if there was a significant difference between the amount of teamwork in relation to job satisfaction, affective commitment and overall organizational commitment.

Results

The purpose of this study was to examine the relationship between teamwork, job satisfaction, and organizational commitment. To analyze this relationship, a total of 143 participants answered the questionnaire. The following chapters show results of those analyses.

Correlation between Teamwork, Job Satisfaction, and Organizational Commitment

Pearson's correlation showed that there is a positive correlation between teamwork, job satisfaction, and organizational commitment, especially affirmative commitment (see Table 1).

Although normative commitment was shown to have a significant positive correlation with job satisfaction (.18), affirmative commitment had a much higher correlation with job satisfaction (.59). The same goes for teamwork where affirmative commitment was the only

factor within organizational commitment with a significant positive correlation with

teamwork (.42). Overall commitment was also positively correlated with both job satisfaction

(.32) and teamwork (.28). Additionally were teamwork and job satisfaction highly correlated

(.67).

Table 1

Correlation Analysis between main Dependent and Independent Variables

Variable	N	Range	M	SD	Correlation				
					2.	3.	4.	5.	6.
1. TW	104	1-5	3.8	0.65	.67**	.42**	.04	.13	.28*
2. JS	116	1-5	3.8	0.72		.59**	.14**	.18**	.32*
3. AC	123	1-5	3.8	0.72			.02	.18**	.49*
4. CC	120	1-5	2.9	0.80				.28**	.74*
5. NC	120	1-5	2.4	0.61					.71*
6. OC	119	1-5	2.9	0.47					

Note: TW= Teamwork, JS = Job satisfaction, AC = Affective Commitment, CC =

Continuance Commitment, NC = Normative Commitment, OC = Overall Organizational

Commitment **$p < .01$

**Quality over Quantity of Teamwork**

Three independent t-tests were conducted to analyze if those with a high amount of

teamwork had significantly higher job satisfaction, affective commitment, and overall

organizational commitment than those with low amount of teamwork.

As Figure 1 shows, the means of both low amount of teamwork and high amount of

teamwork were almost the same, and there was therefore not a significant difference between

those groups in relation to job satisfaction, affective commitment, and overall organizational

commitment.

Figure 1

Mean values of Job Satisfaction, Affective Commitment and Overall Commitment
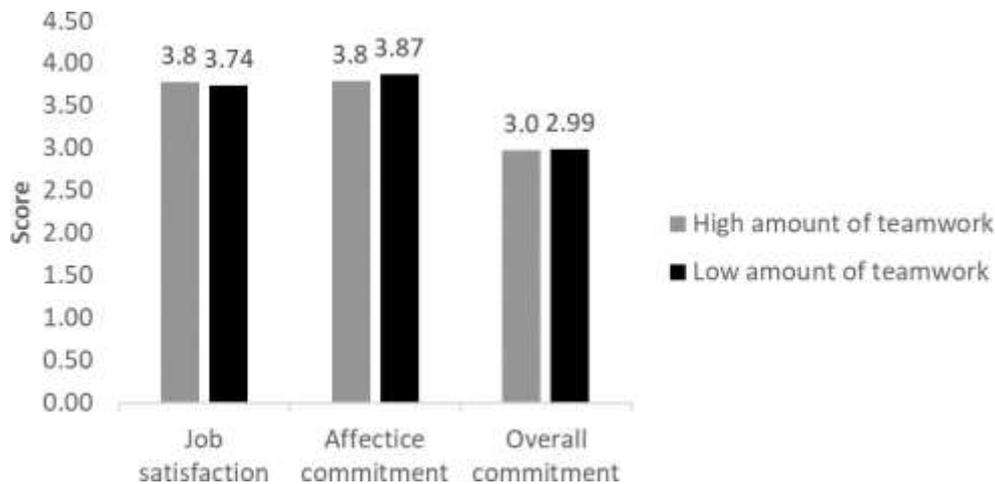
Note: High amount of teamwork = High and very high amount of teamwork, low amount of

teamwork = none to some amount of teamwork.

Predictors of Job Satisfaction and Organizational Commitment

Four hierarchical regressions were conducted. The regressions with affective,

continuance and normative commitment as a dependent variable, had three different steps,

while the regression with job satisfaction as a dependent variable, only had two steps. Within

the first hierarchical regression, the first step had only background questions (Period of

employment at current organization, overall period of employment, gender and amount of

teamwork at current organization). In step two, teamwork was added, and finally job

satisfaction was added in step 3.

All three steps were significant (see Table 2). Within step one, only two variables were

significant: Period of employee at current organizational and amount of teamwork with a

standardized beta of .36 and .19 (see Table 2). The amount of teamwork, however, became

insignificant and standardized beta went down to .14 when the teamwork variable was added

in step 2. R-square for step one was .21, meaning the background questions predicted around 21% of affective commitment.

When the teamwork variable, which explained significantly was added in step two, with a standardized beta of .39, R-square for step two went up to .35 meaning step 2 predicted 35% of affective commitment. Teamwork predicted therefor 15% of affective commitment.

In the last step, job satisfaction, with a standardized beta of .47, was added and teamwork became insignificant and the standardized beta went down to .08, while period of employment at current organization kept its significance. The final R-square was .47, meaning that job satisfaction predicted around 12% of affective commitment.

Table 2

Hierarchical Results for Affective Commitment

Variables	N	Step 1 β	Step 2 β	Step 3 β
Gender	124	.07	.10	.14
Amount of TW at current job	123	.19*	.14	.15
Management position	123	-.12	-.09	-.08
Period of employment at current job	123	.36*	.35*	.30*
Overall period of employment	123	.03	.06	.04

Teamwork	104		.39*	.08
Job satisfaction	116			.47*
R²		.21*	.35*	.47*
F		4.87	8.48	11.51
Δ R²		.21	.15	.11
Δ F		4.87	21.31	19.55

*p < .05

In the second hierarchical regression, with job satisfaction as a dependent variable, the first step had all background questions, which were all insignificant with an R-square of .05, meaning the background questions explained around 5% of job satisfaction (see Table 3).

In step two, teamwork was added, with an R-square of .43, making the total R-square .48, meaning that the background questions and teamwork predicted 48% of total job satisfaction.

Table 2

Hierarchical Regression results for Job Satisfaction

Variable	N	Step 1 β	Step 2 β
Gender	124	.17	-.09
Amount of TW at current job	123	.03	-.01
Management position	123	-.09	-.03
Period of employment at current job	123	.05	.04

Overall period of

Employment	123	-.01	.02
Teamwork	104		.60*
R^2		.05	.48*
F		1.03	14.65
ΔR^2		.05	.43
ΔF		1.03	78.04

*$p < .05$

Hierarchical regression analyzes conducted with normative commitment and continuous commitment were both insignificant. The only variable which had a significant impact on continuous commitment was amount of teamwork at current job ($p = .025$ for step 1, .027 for step 2 and .028 for step 3). No variables had a significant impact on normative commitment.

Discussion

The purpose of this study was to examine the relation between teamwork, job satisfaction, and organizational commitment. Teamwork was positively correlated to both job satisfaction and organizational commitment. The findings also showed that affective commitment had the strongest correlation with both job satisfaction and teamwork.

The findings therefore showed that the first two hypotheses were true; effective teamwork is positively correlated with job satisfaction and organizational commitment. Hypotheses 3 and 4, which stated that those with a high amount of teamwork would have higher job satisfaction and organizational commitment than those with a low amount of teamwork, were not true, as there is not a significant difference between those two groups in relation to job satisfaction and organizational commitment. The findings also showed that teamwork predicts a significant amount of job satisfaction. The results with organizational

commitment as a dependent variable, however, were not as clear. By dividing organizational commitment into three factors, it was possible to get a clearer understanding of the relation between teamwork and organizational commitment. By having the regression hierarchical, it was possible to gain a better understanding of how job satisfaction and teamwork affects affective commitment and teamwork affected job satisfaction. The fact that teamwork becomes insignificant when job satisfaction is added to the regression implies that even though teamwork is a significant predictor for affective commitment, job satisfaction is a much stronger predictor for it.

The findings, that teamwork and job satisfaction have the strongest correlation with affective commitment should not be surprising, considering the fact that affective commitment is the employee's feeling of belonging to the workplace and wanting to stay in their job. Because the independent t-tests were insignificant, combined with the hierarchical regression the findings indicate that for teamwork to be an effective tool, the quality of the teamwork should be the main focus, rather than the quantity of teamwork in organizations. Managers should therefore focus on building a cohesive team which has a clear goal, knows in which direction the team is going, and has the resources and support needed to finish the work, instead of putting together teams for every assignment without further discussion.

The results of this study are in line with other studies which have shown that effective teamwork is positively correlated with job satisfaction and organizational commitment (Dhurup et al., 2016). The findings are also similar to other recent studies which have indicated that job satisfaction and teamwork are significant predictors for affective organizations (Zincirkiran et al., 2015). Additionally, the findings confirmed that for teamwork to be effective, the focus should be on quality rather than quantity. The results showed that the teamwork scale, which examines participants' views of team effectiveness, including cohesiveness, goal setting and support, has a positive impact on both job

satisfaction and organizational commitment, while there was not a significant difference between the amount of teamwork in relation to job satisfaction and organizational commitment.

The aforementioned purpose of this study was to examine the relation between teamwork, job satisfaction and organizational commitment, with the goal of adding additional knowledge of how organizations can use teamwork effectively to increase job satisfaction and organizational commitment. Additionally, the purpose was to add quantitative findings of the effectiveness of teamwork on organizations to the literature. The findings give a meaningful insight into how teamwork can have a positive impact on organizations by increasing job satisfaction and organizational commitment, including a more precise affective commitment. These findings can be useful for organizations in increasing their success, by using effective teamwork to increase job satisfaction and organizational commitment, which both have shown to be important factors in the success of organizations (Hanaysha & Tahir 2016; Zincirkiran, et al., 2015).

Even though the study adds meaningful findings, it is worth mentioning the limitations of the study and to what degree it is possible to generalize based on the evidence provided. First of all, it is important to mention the lack of participation of organizations in the study. The participants were all reached out to through Facebook, except the five participants from the organization which participated in the study. This resulted in only 143 participants, fewer than is ideal.

Further studies should therefore focus on getting organizations to participate in order to increase the possibility to generalize about the findings by having a larger sample size, which, in turn, would increase the reliability of their findings. In addition, it is worth noting that in this study, teamwork was defined in a broad way and included participants from all kinds of organizations within different sectors. Thus it would be beneficial to conduct a study

within one or more organizations and control for different types of teams and examine if there

are any differences between types of groups.

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Appendix A

1. Ég er ánægð/ur í starfi
2. Mér finnst ég fá sanngjörn laun fyrir vinnu mína
3. Það eru fá tækifæri til starfsþróunar innan fyrirtækisins
4. Ég er ekki ánægð/ur með þau fríðindi sem ég fæ í vinnunni
5. Þegar ég vinn vel fæ ég það hrós sem ég á skilið
6. Mér líkar vel við samstarfsfólk mitt
7. Samskipti innan fyrirtækisins eru góð
8. Stöðuhækkanir eru fáar og það líður langt á milli þeirra
9. Yfirmaður minn er ósanngjarn við mig
10. Þau fríðindi sem ég fæ innan fyrirtækisins eru sambærileg öðrum fyrirtækjum
11. Íþyngjandi reglur innan fyrirtækisins gera mér erfitt fyrir að skila af mér góðri vinnu
12. Starfsþróun er sambærileg hér og á öðrum vinnustöðum
13. Ég hef of mikið að gera í vinnunni
14. Ég er stolt/ur af vinnunni minni
15. Mér líkar vel við yfirmenn mína
16. Mér finnst framlag mitt í vinnunni ekki vera nægilega vel metið
17. Það er of mikið um rifrildi og eða ósætti innan vinnustaðarins
18. Verkefnin sem ég fæ í vinnunni eru ekki nógu vel útský

Tilfinningaleg skuldbinding

1. Ég yrði mjög ánægður með að eyða það sem eftir lifir starfsferilsins í þeirri vinnu sem ég er núna í
2. Ég nýt þess að ræða um vinnu mína við fólk utan vinnunnar
3. Mér finnst vandamál fyrirtækisins vera mín eigin vandamál
4. Ég tel að ég gæti auðveldlega tengst öðru fyrirtæki jafn vel og ég tengist núverandi fyrirtæki
5. Mér finnst ég ekki vera hluti af hópnum innan fyrirtækisins
6. Ég hef engin tilfinningaleg tengsl gagnvart vinnunni minni
7. Fyrirtækið hefur mikla persónulega þýðingu fyrir mig.
8. Mér finnst ég ekki tilheyra vinnustaðnum mínum

Framtíðar skuldbinding

1. Ég er ekki hræddur um að hætta í vinnunni minni án þess að vera komin/nn með annað starf áður
2. Það yrði mér mjög erfitt að hætta í vinnunni, jafnvel þó að mig langaði til þess
3. Það yrði of mikið rask á lífi mínu að hætta í vinnu minni
4. Það yrði mér ekki of kostnaðarsamt að hætta í vinnu minni núna
5. Þessa stundina er sú ákvörðun að halda áfram í núverandi vinnu jafn mikil nauðsyn og það er af vilja
6. Mér finnst ég hafa um of fátt að velja til þess að geta hætt í vinnu minni
7. Ein af fáum alvarlegum afleiðingum þess að hætta í vinnunni er hræðslan um hvort ég fái annað starf
8. Ein helsta ástæða þess að ég held áfram að vinna fyrir fyrirtækið er að með því að yfirgefa það myndi þýða talsverða persónulega fórn – annað fyrirtæki gæti mögulega ekki jafnað þau fríðindi sem ég hef hér.

Normatív skuldbinding

1. Mér finnst fólk nú til dags skipta of oft um vinnu
2. Mér finnst fólk ekki alltaf þurfa að vera hliðhollt vinnu sinni
3. Að skipta reglulega um vinnu þykir mér ekki siðferðileg rangt
4. Ein helsta ástæða þess að ég held áfram að vinna fyrir fyrirtækið er að ég trúi á að tryggð gagnvart vinnustaðnum sé mikilvæg og ég hafi því ákveðnum skyldum að gegna
5. Ef ég fengi tækifæri til þess að skipta yfir í betri vinnu annarstaðar fyndist mér rangt að yfirgefa vinnustað minn
6. Mér var kennt að vera hliðholl/ur aðeins einu fyrirtæki
7. Hlutirnir voru betri í þá daga sem fólk hélt sig við einn vinnustað stærstan hluta starfsferils síns
8. Ég tel að fólk eigi ekki lengur að helga lífi sínu ákveðnum vinnustað

Teymisvinna

1. Fólk innan teymisins vinnur markvisst að því að bæta þær aðferðir sem notaðar eru
2. Allir aðilar teymisins tala opinskátt um hvað sé að virka og hvað ekki
3. Skoðanir annarra eru virtar innan teymisins
4. Teymið hvetur alla meðlimi þess til að deila hugmyndum sínum
5. Fólk innan teymisins getur treyst því að aðrir geri sína vinnu vel
6. Fólk innan teymisins ræðir reglulega saman um þá hluti sem verið er að gera
7. Eftir að hafa prófað eitthvað nýtt, kemur fólk saman og ræðir árangur þess
8. Stjórnendur teymisins eru til staðar til að veita ráðgjöf varðandi vandamál sem upp koma
9. Stjórnunin innan teymisins skapar umhverfi þar sem miklu er áorkað
10. Teymið lærir af mistökum sínum
11. Teymið er sveigjanlegt
12. Fólk innan teymisins hefur þær upplýsingar sem það þarf til að vinnan vinnu sína vel
13. Þegar fólk innan teymisins er að kljást við vandamál þá leggur það sig fram við að finna rót vandans
14. Flestir innan teymisins virðast njóta vinnunnar
15. Að vinna innan teymisins er streituvaldandi
16. Væntingar um vinnu eru skýrar
17. Fólk innan teymisins hefur þau úrræði sem það þarf til að vinna vinnu sína vel
18. Fólk fær reglulega og gagnlega endurgjöf varðandi vinnu sína
19. Teymismeðlimir ræða reglulega það sem betur mætti fara innan teymisins
20. Teymið hefur skýra og framkvæmanlega sýn
21. Það eru reglulegar og góðar umræður innan teymisins um hvernig breytingar ganga fyrir sig
22. Allir innan teymisins finnst þeir hafa getuna til þess að framkvæma sýn teymisins
23. Teymið hefur tilhneigingu til þess að láta vandamál og aðra örðugleika hindra sig í að koma hlutum í verk
24. Þegar teymið hefur tekið ákvörðun um breytingar helst sú ákvörðun.

Bakgrunnsspurningar

1. Hvert er kyn þitt?

2. Hver er starfsaldur þinn? (í heild)
3. Hver er starfsaldur þinn á núverandi vinnustað?
4. Ert þú í stjórnunarstöðu?
5. Hve stór hluti af daglegri vinnu þinni felst í teymisvinnu?