



# *Integrating Leadership Behavior and Climate Perceptions in Teamwork: Antecedents, Structure, and Influence on Work Groups' Innovation, Satisfaction, and Effectiveness in Organizations*

Theory

Objectives

Method

Results

Conclusions

2008

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# OVERVIEW

Theory

Objectives

Method

Results

Conclusions

<b>INTRODUCTION</b>	<i>Leadership, team climate, and group potency: influence on team performance, satisfaction, and innovation</i>
<b>ARTICLE 1</b>	<i>Hierarchical taxonomy of leadership behavior: Antecedents, structure, and influence in work groups effectiveness</i>
<b>ARTICLE 2</b>	<i>Is there an optimal size for health-care teams? Effects on team climate for innovation and performance</i>
<b>ARTICLE 3</b>	<i>Change-oriented leadership, satisfaction, and performance in work groups. Effects of team climate and group potency</i>
<b>ARTICLE 4</b>	<i>The role of team climate for innovation in different types of teamwork: A multigroup analysis on team satisfaction and performance</i>
<b>CONCLUSIONS</b>	<i>Leadership and Change-oriented Leadership, Group inputs as Team Size, Group processes as Group Potency and Team Climate influence on Innovation, Satisfaction, and Performance as Work Groups' Outcomes</i>

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# OVERVIEW Model



**INPUT**

**PROCESS**

**OUTPUT**

Theory  
Objectives  
Method  
Results  
Conclusions

Leadership  
Task Oriented  
Relation Oriented  
Change Oriented

Team Climate for Innovation  
Participation  
Support for Innovation  
Objectives  
Task Orientation

Team Size  
Team Tenure

Group Potency

Context  
Culture  
Environment  
Sector  
Organizational

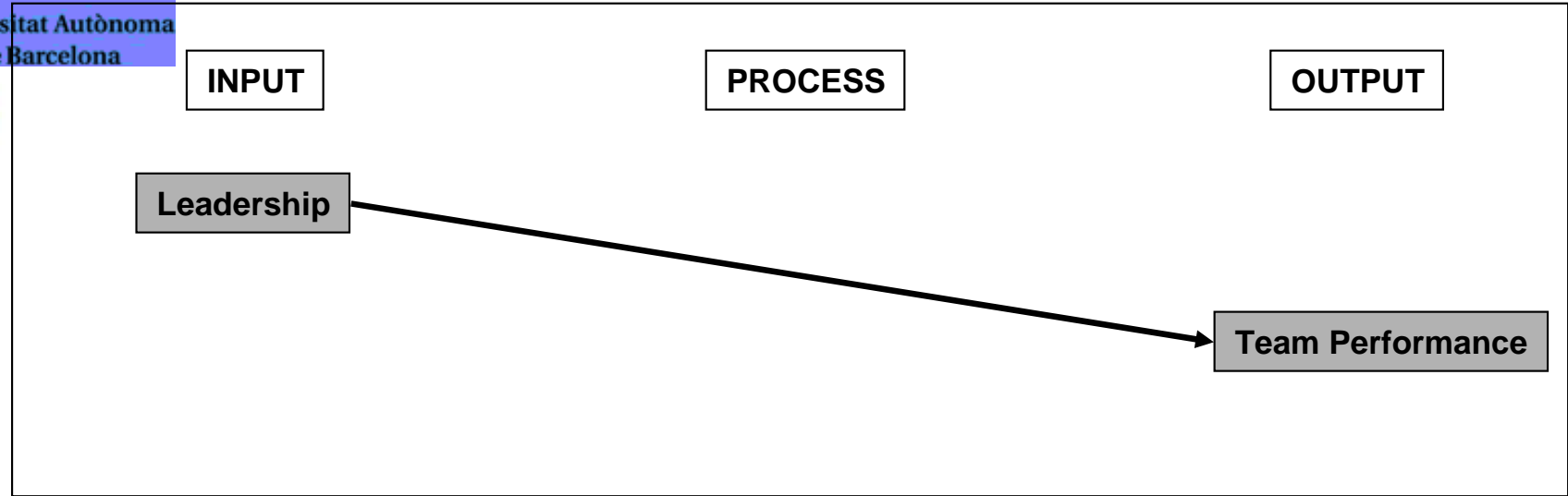
Team Performance

Team Innovation

Team Satisfaction

2008

# OVERVIEW Article 1



Theory

Objectives

Method

Results

Conclusions

2008

# OVERVIEW Article 1

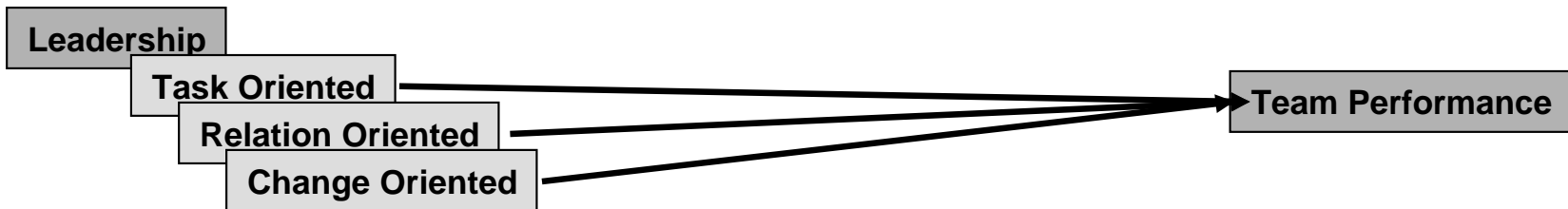


INPUT

PROCESS

OUTPUT

- Theory
- Objectives
- Method
- Results
- Conclusions



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# OVERVIEW Article 2



INPUT

PROCESS

OUTPUT

- Theory
- Objectives
- Method
- Results
- Conclusions

Team Size

Team Climate for Innovation

Participation

Support for Innovation

Objectives

Task Orientation

Team Performance

Team Innovation

2008

# OVERVIEW Article 2

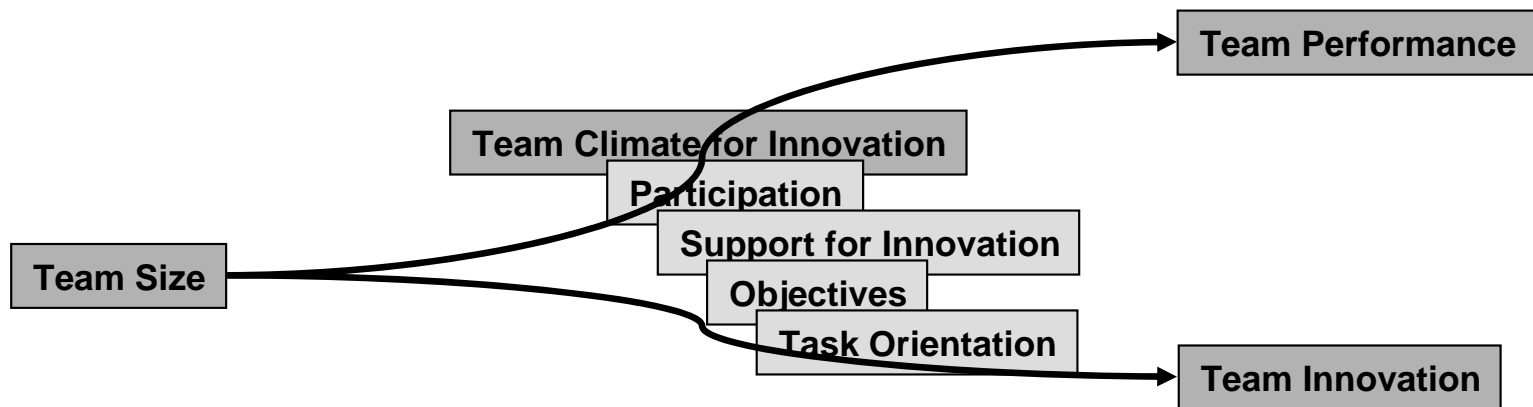


INPUT

PROCESS

OUTPUT

- Theory
- Objectives
- Method
- Results
- Conclusions



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# OVERVIEW Article 3



**INPUT**

**PROCESS**

**OUTPUT**

Leadership

Change Oriented

Team Climate for Innovation

Support for Innovation

Group Potency

Team Performance

Team Satisfaction

- Theory
- Objectives
- Method
- Results
- Conclusions

2008

# OVERVIEW Article 3



**INPUT**

**PROCESS**

**OUTPUT**

Leadership

Change Oriented

Team Climate for Innovation

Support for Innovation

Group Potency

Team Performance

Team Satisfaction

- Theory
- Objectives
- Method
- Results
- Conclusions

2008

# OVERVIEW Article 4

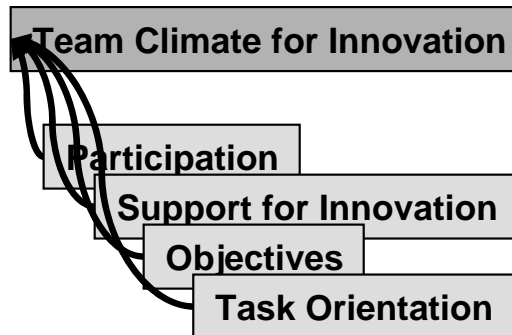
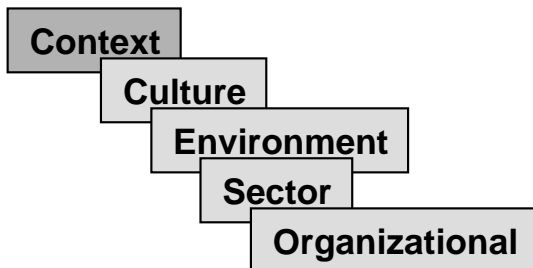


INPUT

PROCESS

OUTPUT

Theory  
Objectives  
Method  
Results  
Conclusions



Team Performance

Team Satisfaction

2008

# OVERVIEW Article 4



INPUT

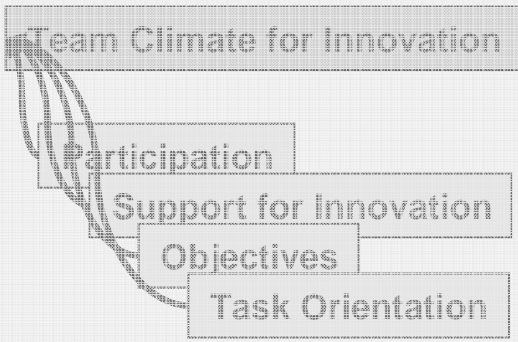
PROCESS

OUTPUT

Theory  
Objectives  
Method  
Results  
Conclusions

Context

Sector



Team Performance

Team Satisfaction

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# OVERVIEW Samples

Theory

Objectives

Method

Results

Conclusions

## **Sample 1. Hospitals. 89 health-care teams**

*We included health-care teams from hospitals throughout Spain. A total of 89 teams were included in the study. Team size averaged 12.6 members (SD=7.9), team tenure was 9.31 years (SD=4.97), and the total number of respondents was 406.*

## **Sample 2. Public administration. 20 managerial teams**

*20 managerial teams from different public administrations in Spain were included in the study. Team size averaged 11.8 members (SD=10.48), team tenure was 8.23 years (SD=5.55), and the total number of respondents was 209.*

## **Sample 3. Software company. 130 virtual teams**

*We included 130 project teams from a multinational software company localized throughout Spain, Mexico, USA, and Brazil. Team size averaged 10.6 members (SD=9.1), team tenure was 2.72 years (SD=1.60), and the total number of respondents was 484.*

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## Article 1

# *Hierarchical taxonomy of leadership behavior: Antecedents, structure, and influence in work groups effectiveness*

Theory

*- Two Factors Model: Task and Relations Behavior*

Objectives

Method

*- Change-Oriented Leadership*

Results

Conclusions

*- Three Factor Model: Task, Relations, and Change Behavior*

2008

*- The Hierarchical Taxonomy of Leadership Behavior*

# Article 1

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*Definition of the Specific Leadership Behaviors (Yukl, Gordon, & Taber, 2002).*

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## Theory

## Objectives

## Method

## Results

## Conclusions

### *Task Behaviors*

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- *Clarifying Roles: assigning tasks and explaining job responsibilities, task objectives, and performance expectations.*
  - *Monitoring Operations: checking on the progress and quality of the work, and evaluating individual and unit performance.*
  - *Short-Term Planning: determining how to use personnel and resources to accomplish a task efficiently, and determining how to schedule and coordinate unit activities efficiently.*
- 

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# Article 1

## Theory

## Objectives

## Method

## Results

## Conclusions

### *Relations Behaviors*

*- Supporting: acting considerate, showing sympathy and support when someone is upset or anxious, and providing encouragement and support when there is a difficult, stressful task.*

*- Consulting: checking with people before making decisions that affect them, encouraging participation in decision making, and using the ideas and suggestions of others.*

*- Recognizing: providing praise and recognition for effective performance, significant achievements, special contributions, and performance improvements.*

*- Developing: providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills.*

*- Empowering: allowing substantial responsibility and discretion in work activities, and trusting people to solve problems and make decisions without getting prior approval.*

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# Article 1

## *Change Behaviors*

*- External Monitoring: analyzing information about events, trends, and changes in the external environment to identify threats and opportunities for the organizational unit.*

*- Envisioning Change: presenting an appealing description of desirable outcomes that can be achieved by the unit, describing a proposed change with great enthusiasm and conviction.*

*- Taking Risks for Change: taking personal risks and making sacrifices to encourage and promote desirable change in the organization.*

*- Encouraging Innovative Thinking: challenging people to question their assumptions about the work and consider better ways to do it.*

Theory

Objectives

Method

Results

Conclusions

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## Article 1

*Hypothesis 1. Hierarchical Taxonomy of Leadership Behavior will show a three-factorial structure into a integrative model of leadership.*

Theory

Objectives

Method

Results

Conclusions

*Hypothesis 2. Metacategories of the hierarchical taxonomy of leadership behavior (task, relations, and change oriented behaviors) will explain team effectiveness.*

2008

# Article 1

## *Study 1*

**Sample.** Public administration. 20 managerial teams

Theory

Objectives

Method

Results

Conclusions

***Measures***

**Leadership Behavior Descriptions.** Twelve behavior descriptions were used, three for task focused leadership, five for relation focused leadership, and four for change focused leadership

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# Article 1

## Study 1

*Exploratory Factor Analysis for the twelve leadership behavior descriptions.  
Maximum Likelihood Rotated Oblimin*

### Theory

### Objectives

### Method

### Results

### Conclusions

		Factors		
		Relation	Change	Task
1	Clarifying Roles	0.294	0.060	<b>-0.324</b>
2	Monitoring Operations	0.094	0.238	<b>-0.497</b>
3	Short-Term Planning	0.136	-0.060	<b>-0.885</b>
4	Supporting	<b>0.868</b>	0.096	0.172
5	Consulting	<b>0.727</b>	0.042	-0.132
6	Recognizing	<b>0.674</b>	0.066	-0.259
7	Developing	<b>0.623</b>	0.016	-0.194
8	Empowering	<b>0.446</b>	-0.028	0.025
9	External Monitoring	-0.013	<b>0.394</b>	-0.256
10	Envisioning Change	0.018	<b>0.653</b>	0.149
11	Taking Risks for Change	0.050	<b>0.827</b>	-0.097
12	Encouraging Innovative Thinking	0.251	<b>0.544</b>	-0.174

*Note:* Loadings of .30 or above are shown in boldface.

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## Article 1

### *Study 2*

**Sample.** Hospitals. 89 health-care teams

**Sample.** Software company. 130 virtual teams

Theory

Objectives

Method

Results

Conclusions

### *Measures*

**MPS Managerial Practices Survey.** Full inventory of the Hierarchical Taxonomy of Leadership Behavior (Yukl, Wall, & Lepsinger, 1990) MPS version of 2004. It was designed and modified on the basis of earlier inventories (Yukl, Gordon, & Taber, 2002). The questionnaire comprises 60 items and three scales: task, relation and change-oriented leadership.

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# Article 1

## Study 2

*Exploratory Factor Analysis for the Managerial Practices Survey MPS at individual level (N=406) using sample B. Maximum Likelihood Rotated Oblimin.*

Items	Factors		
	Relation	Change	Task
1 <u>lt_cl_1</u>	0.236	-0.174	<b>0.756</b>
2 <u>lt_cl_2</u>	0.164	-0.090	<b>0.782</b>
3 <u>lt_cl_3</u>	0.179	0.023	<b>0.680</b>
4 <u>lt_cl_4</u>	0.165	-0.037	<b>0.763</b>
5 <u>lt_su_1</u>	-0.038	0.363	<b>0.584</b>
6 <u>lt_su_2</u>	0.006	0.318	<b>0.570</b>
7 <u>lt_su_3</u>	-0.077	0.342	<b>0.525</b>
8 <u>lt_su_4</u>	-0.083	0.451	<b>0.560</b>
9 <u>lt_pl_1</u>	0.123	0.275	<b>0.548</b>
10 <u>lt_pl_2</u>	0.147	0.097	<b>0.662</b>
11 <u>lt_pl_3</u>	0.266	0.039	<b>0.572</b>
12 <u>lt_pl_4</u>	0.123	0.052	<b>0.728</b>
13 <u>lt_pr_1</u>	0.138	<b>0.542</b>	0.277
14 <u>lt_pr_2</u>	0.039	<b>0.631</b>	0.297
15 <u>lt_pr_3</u>	0.165	<b>0.511</b>	0.283
16 <u>lt_pr_4</u>	<b>0.312</b>	<b>0.407</b>	0.211
17 <u>lr_ap_1</u>	<b>0.829</b>	-0.014	0.055
18 <u>lr_ap_2</u>	<b>0.867</b>	0.067	-0.019
19 <u>lr_ap_3</u>	<b>0.915</b>	0.051	-0.084
20 <u>lr_ap_4</u>	<b>0.835</b>	0.011	0.040
21 <u>lr_co_1</u>	<b>0.870</b>	-0.038	0.008
22 <u>lr_co_2</u>	<b>0.891</b>	-0.054	0.048
23 <u>lr_co_3</u>	<b>0.913</b>	0.011	-0.005

*Exploratory Factor Analysis for the Managerial Practices Survey MPS at individual level (N=406) using Hospital sample. Maximum Likelihood Rotated Oblimin.*

Theory

Objectives

Method

Results

Conclusions

2008

# Article 1

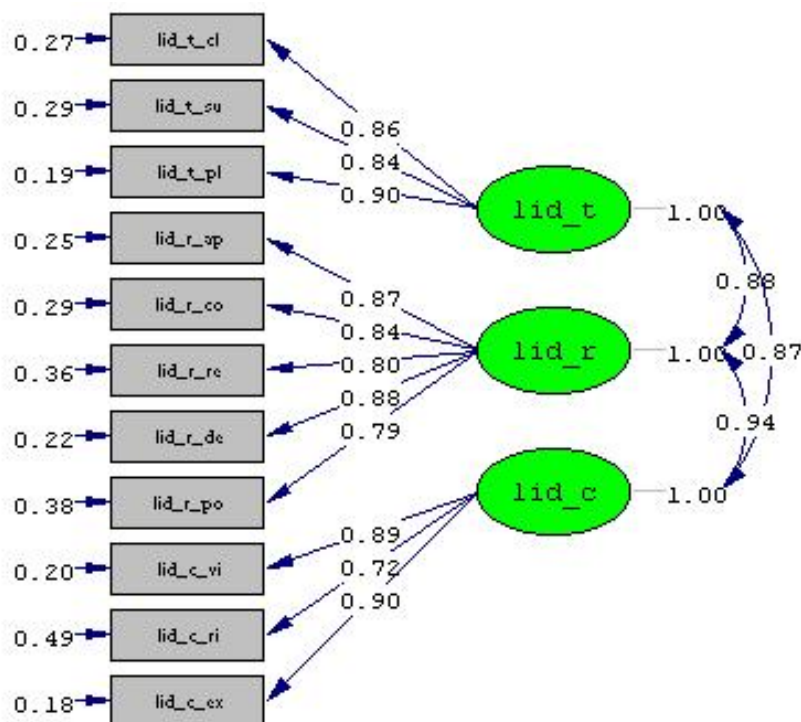
Theory

Objectives

Method

Results

Conclusions



Chi-Square=143.06, df=41, P-value=0.00000, RMSEA=0.081

*Confirmatory Factor Analysis for the shortened model of leadership at individual level (N=484). Software company*

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# Article 1

## Study 2

Theory

Objectives

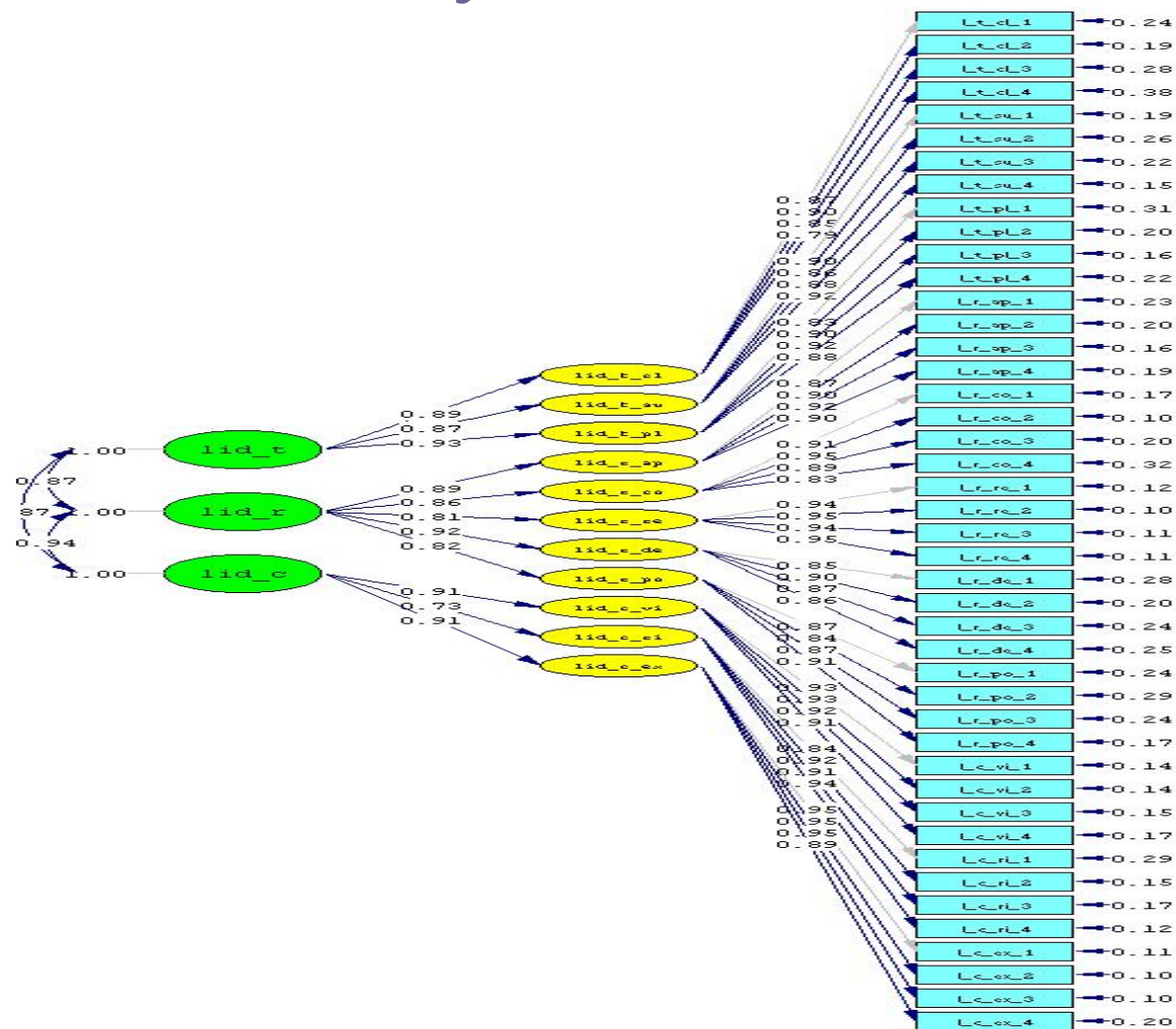
Method

Results

Conclusions

**Confirmatory Factor Analysis  
for the full model of leadership  
at individual level (N=484).  
Software company**

2008



Chi-Square=2267.77, df=888, P-value=0.00000, RMSEA=0.064



# Article 1

## Study 2

Theory

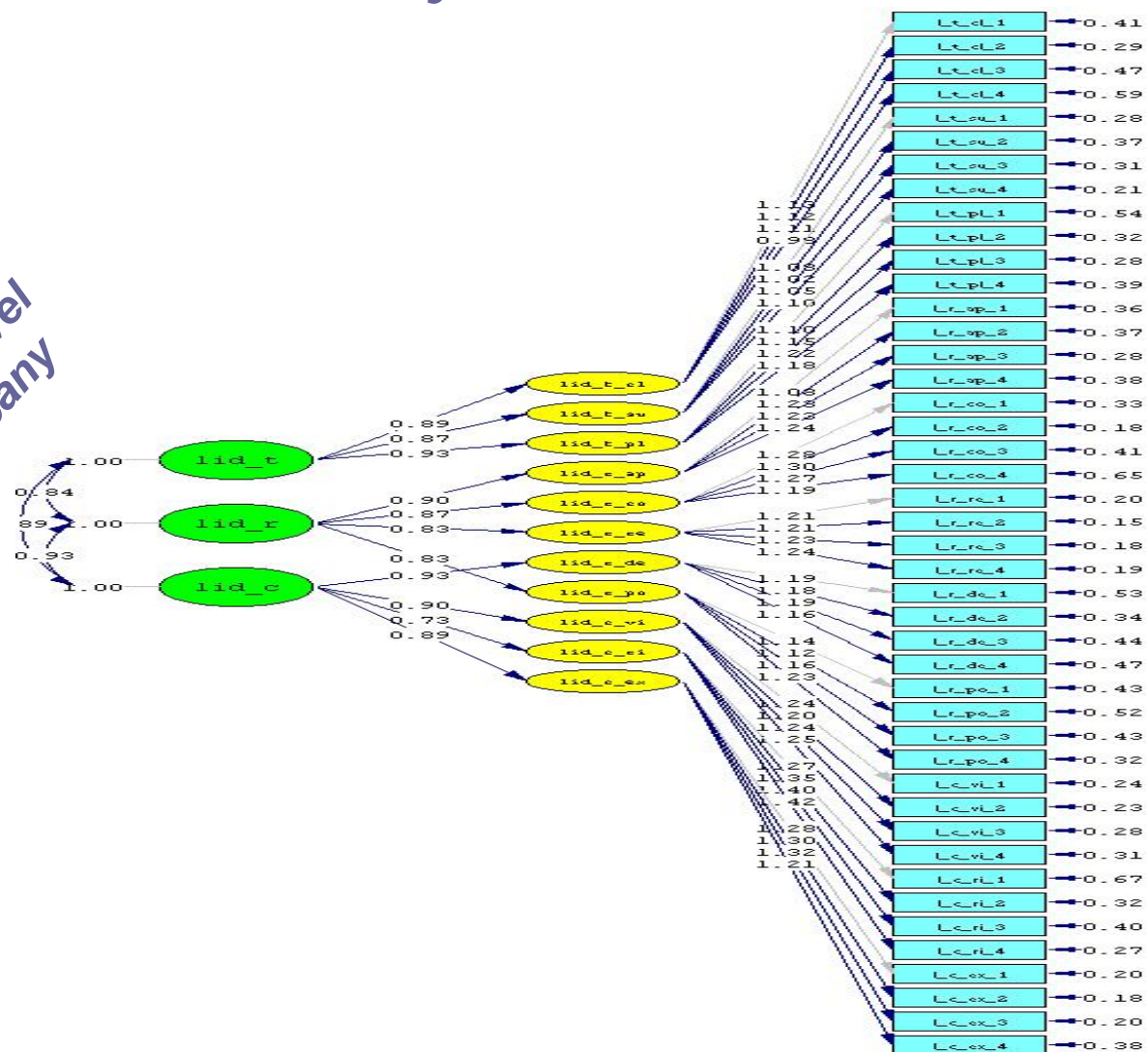
Objectives

Method

Results

Conclusions

*Confirmatory Factor Analysis for the full model modified of leadership at individual level (N=484). Software company*



Chi-Square=2215.23, df=888, P-value=0.00000, RMSEA=0.063

2008

# Article 1

## Study 2

*Goodness of fit tests and fit indexes for the tested models. Confirmatory factor analyses.*

### Theory

### Objectives

### Method

### Results

### Conclusions

Model	$\chi^2$	df	$\Delta\chi^2$	$\chi^2/df$	NNFI	CFI	PNFI	PGFI	RMSEA
M1 Shortened model	143.06	41	-	3.48***	0.99	0.99	0.73	0.58	0.081
M2 Full model	2267.77	888	2124.71	2.55***	0.99	0.99	0.92	0.71	0.064
M2 Full model modified	2215.23	888	52.54***	2.49***	0.99	0.99	0.92	0.71	0.063

*Note:* NNFI, non-normed fit index; CFI, comparative fit index; PNFI, parsimony normed fit index; PGFI, parsimony goodness-of-fit index; RMSEA, root mean square error of approximation.

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

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## Article 1

### *Study 3*

**Sample.** Public administration. 20 managerial teams

**Sample.** Hospitals. 89 health-care teams

Theory

Objectives

Method

Results

Conclusions

### *Measures*

**Leadership.** We used the shorted version of the 12 leadership descriptions used in Study 1 (sample A), and the Managerial Practices Survey final long version used in Study 2 (sample B).

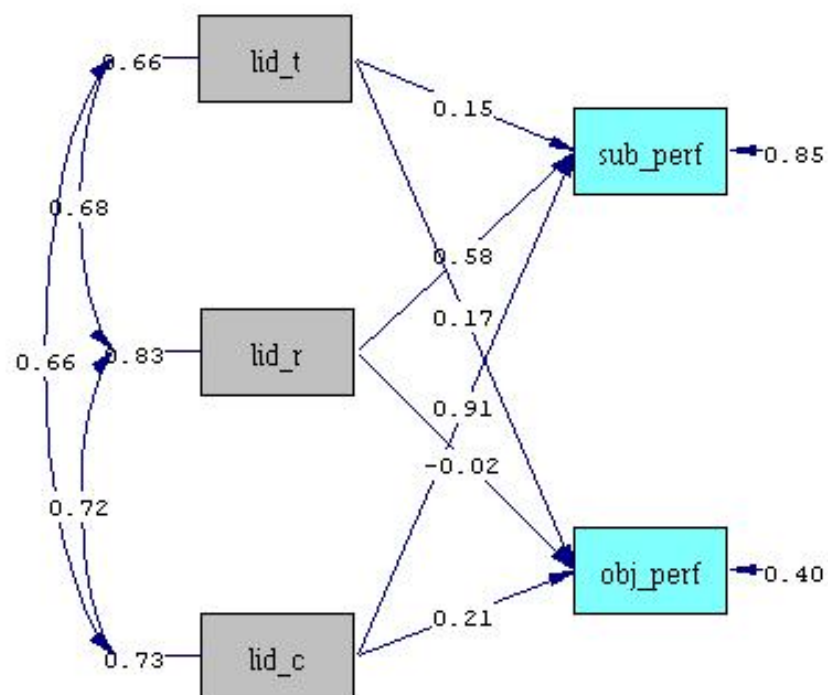
**Subjective Team Performance.**

**Objective Team Performance.**

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# Article 1

## Study 3



*Path analysis for task-oriented, relations-oriented, and change-oriented leadership on subjective and objective team performance for Hospitals sample (n=89) at team level of analysis.*

Theory

Objectives

Method

Results

Conclusions

2008

## Article 1

Theory

Objectives

Method

Results

Conclusions

The results obtained from this research provide in a broad sense empirical support for hypotheses 1 regarding factorial structure and for hypothesis 2 regarding effectiveness. We found the specific behaviors measured by the questionnaire can be grouped into the three proposed metacategories in terms of their primary objective.

This hierarchical taxonomy offers a number of theoretical implications. It provides a parsimonious and meaningful conceptual framework that shows how the behaviors are interrelated.

2008

## Article 2

# *Is there an optimal size for health-care teams? Effects on team climate for innovation and performance*

Theory

Objectives

*- Team size and performance*

Method

Results

*- Team size and innovation*

Conclusions

*- Team size and team climate for innovation*

2008

## Article 2

*H1. the relationships between team size and team processes are curvilinear rather than lineal.*

### Theory

### Objectives

*H2. the relationships between team size and team outcomes are curvilinear rather than lineal.*

### Method

### Results

### Conclusions

*Instead of lineal relations we postulate an inverted-U relationship for team climate processes and team performance and innovation with team size.*

2008

## Article 2

### *Measures*

Team Climate Inventory (TCI). The Spanish version of the TCI (Anderson & West, 1994) was used. The questionnaire consists of 38 items related to four basic group dimensions, namely (1) participation and participation safety, (2) support for innovation, (3) objectives and vision and (4) task orientation and climate for excellence

Theory

Objectives

Method

Results

Conclusions

Team Innovation and Performance. Each team's performance was also rated by at least three independent experts who knew the evaluated team well, but were outside of the team, e.g. supervisors, leaders, and managers, using Ancona and Caldwell (1992) questionnaire ( team's efficiency, quality of technical innovations, adherence to schedules, adherence to budgets, and ability to resolve conflicts) ↑

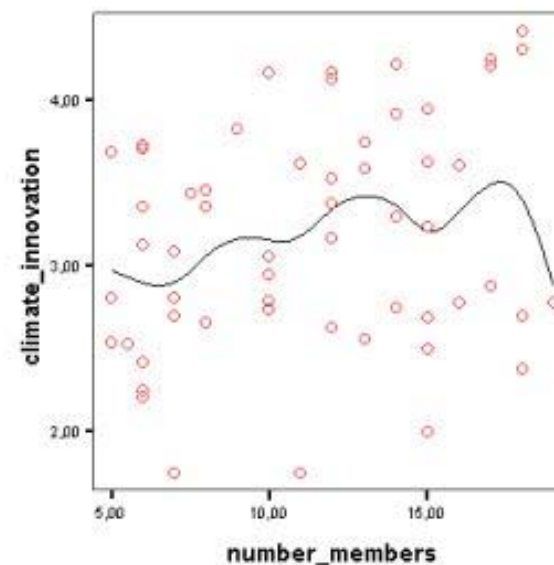
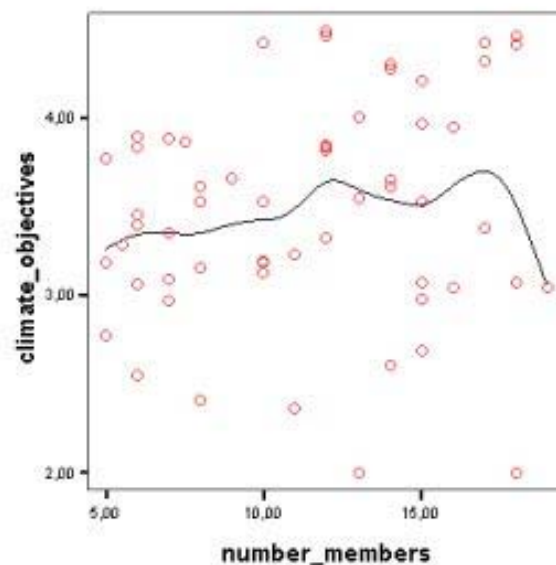
2008

# Article 2



- Theory
- Objectives
- Method
- Results
- Conclusions

2008



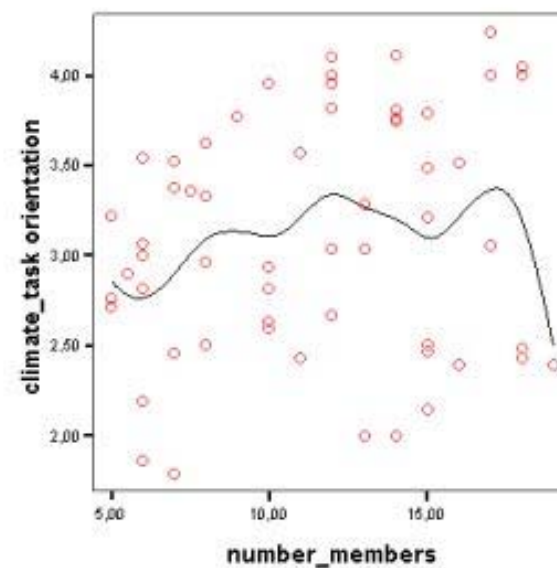
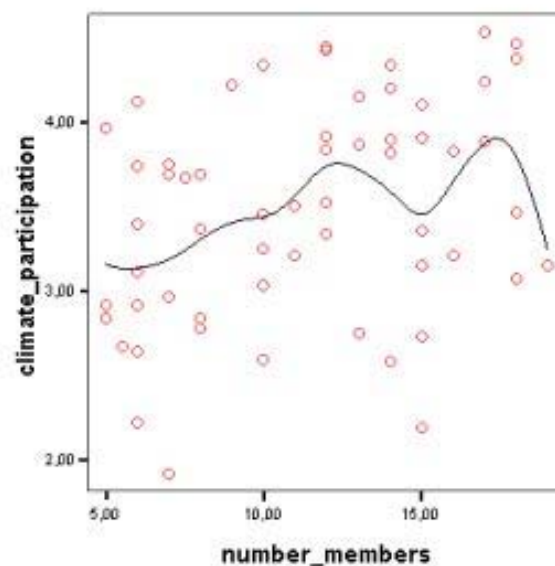
*Distribution of team climate processes by number of team members*

# Article 2



- Theory
- Objectives
- Method
- Results**
- Conclusions

2008

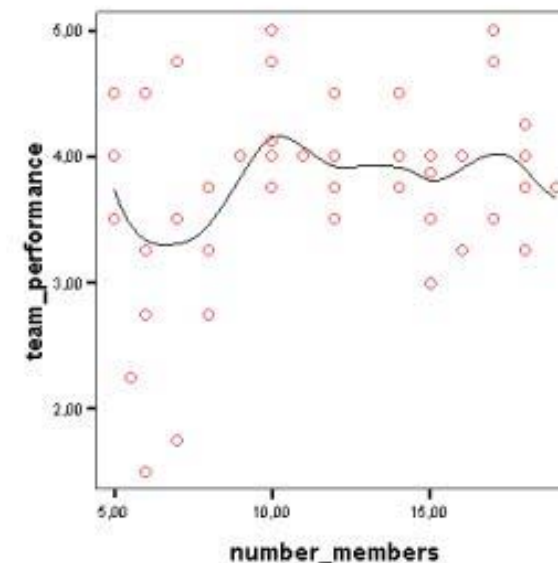
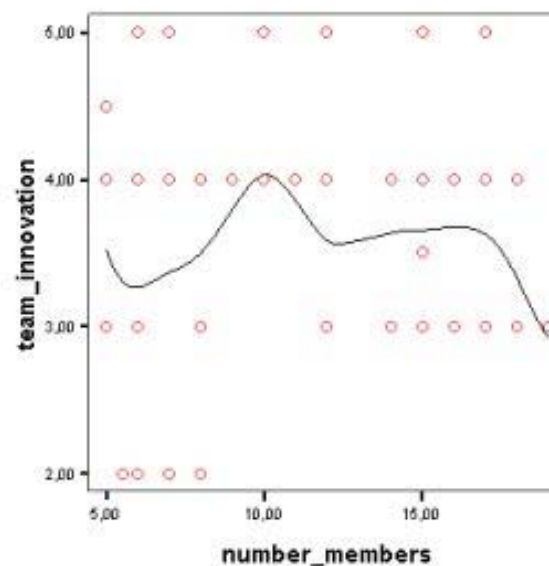
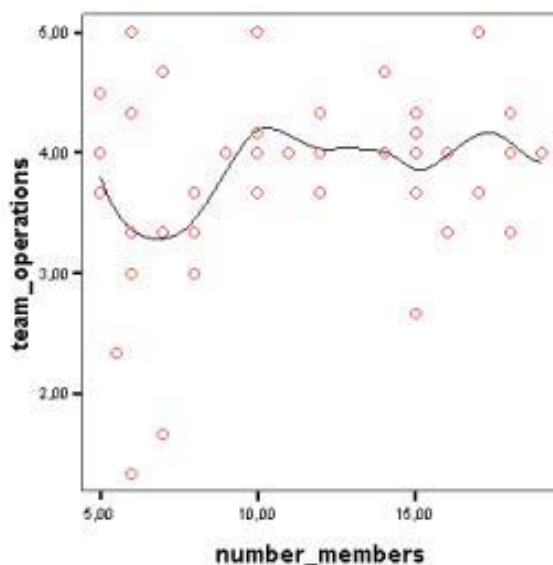


*Distribution of team climate processes by number of team members*

# Article 2



- Theory
- Objectives
- Method
- Results**
- Conclusions



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## *Distribution of team performance and innovation by number of team members*

## Article 2

### Linear and quadratic regression results for number of team members

Theory

Objectives

Method

Results

Conclusions

Variables	Team size		
	$R^2$	$\Delta R^2$	$F/df$
Team climate Participation	.107 <sup>a</sup>	.014	3.802/55 <sup>b</sup>
Team climate Support for innovation	.061 <sup>a</sup>	.018	2.357/55 <sup>b</sup>
Team climate Objectives	.024	.006	.865/55
Team climate Task orientation	.046	.029	2.218/55 <sup>b</sup>
Team Operations	.091 <sup>a</sup>	.018	2.817/46 <sup>b</sup>
Team Innovation	.001	.049	1.731/46 <sup>b</sup>
Team Performance	.063 <sup>a</sup>	.012	2.397/46 <sup>b</sup>

<sup>a</sup> Linear equation is significant ( $p < .05$ ).

<sup>b</sup>  $F$ ,  $\Delta R^2$  for the quadratic equation is significant ( $p < .05$ )

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## Article 2

Theory

Objectives

Method

Results

Conclusions

In a broad sense, results from descriptive, linear and curvilinear regression analyses support the curvilinear hypotheses about the inverted U-shape nature of the relationship between team size, team processes and outcomes.

Regarding the question on the ‘optimal’ group size; this research in health-care organizational setting suggests that as team sizes increases from some level (around 12-15 team members), there exists a decrease in team climate processes and team innovation, and an insignificant improvement in team performance.

2008

## Article 3

# *Change-oriented leadership, satisfaction, and performance in work groups. Effects of team climate and group potency*

### Theory

- *Change-oriented leadership*

### Objectives

- *Model of the relationship between change-oriented leadership, satisfaction and performance*

### Method

### Results

- *Team climate*

### Conclusions

- *Group Potency*

2008

# Article 3



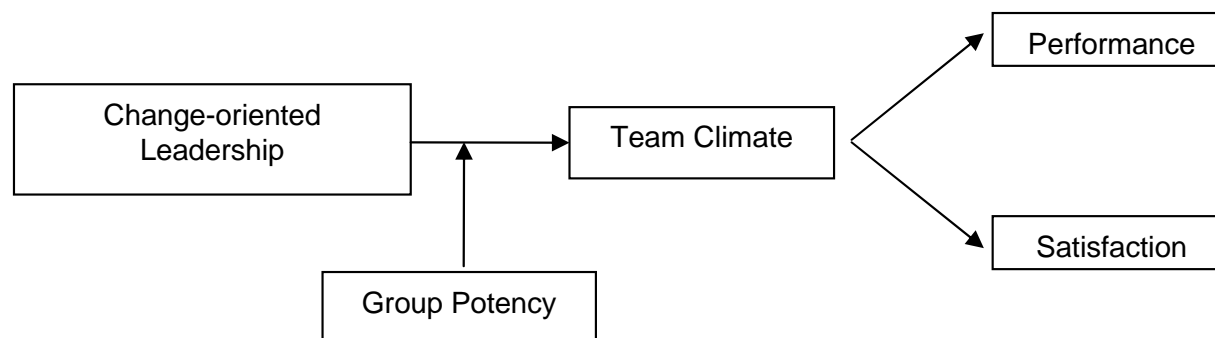
Theory

Objectives

Method

Results

Conclusions



*Proposed Model*

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## Article 3

*Hypothesis 1. The relationship between change-oriented leadership and team performance is mediated by the global climate (H1a) and by the climate of innovation (H1b).*

*Hypothesis 2. The relationship between change-oriented leadership and team satisfaction is mediated by the global climate (H2a) and the climate of innovation (H2b).*

*Hypothesis 3. The relationship between change-oriented leadership and team climate (H3a) and climate of innovation (H3b) are moderated by potency with positive effects.*

*Hypothesis 4. Potency positively reinforces global team climate (H4a) and climate innovation (H4b) mediation between change-oriented leadership and team performance.*

*Hypothesis 5. Potency positively reinforces global team climate (H5a) and climate innovation (H5b) mediation between change-oriented leadership and team satisfaction.*

Theory

Objectives

Method

Results

Conclusions

2008

## Article 3



Theory

*Sample*

Objectives

Method

The sample comprises 318 healthcare professionals of 78 healthcare teams at different public hospitals throughout Spain

Results

Conclusions

2008

## Article 3

### *Measures*

#### Theory

Change-oriented leadership. Behavior associated with change-oriented leadership is evaluated using a recent version of questionnaire Managerial Practices Survey (TRCQ-15G) designed by Yukl on the basis of earlier inventories (Yukl et al., 2002)

#### Objectives

Team climate. We used the TCI (Team Climate Inventory) designed by Anderson and West (1994)

#### Method

#### Results

Group potency was assessed using Guzzo et al. (1993) scale of 8 items

#### Conclusions

Team Satisfaction using Gladstein's (1984) scale of 3 items

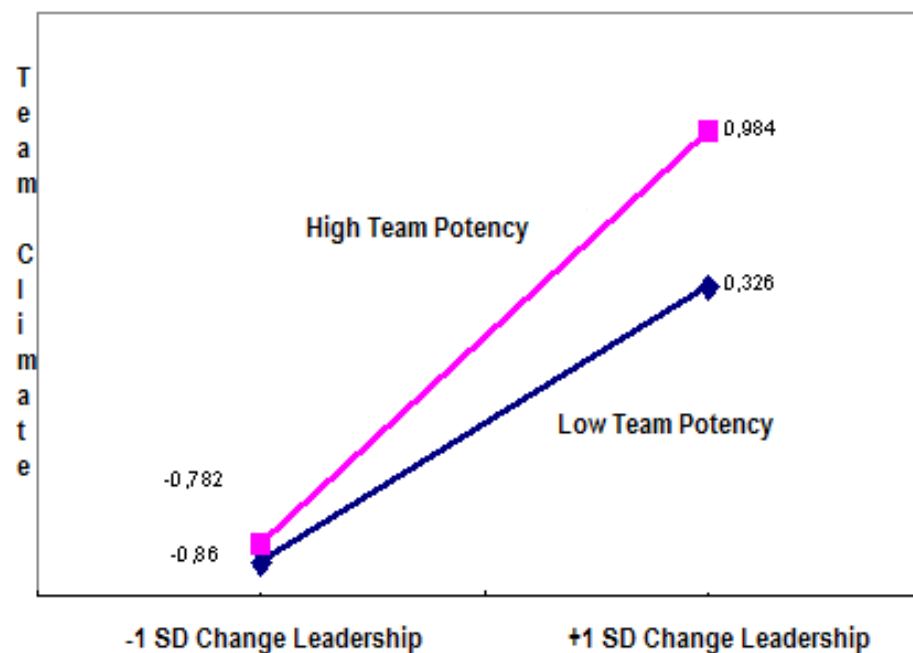
Team performance was assessed via external supervisors and managers with a good knowledge of the team. Each team has been scored as a unit. A scale applied by Ancona and Caldwell (1992) was used.

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# Article 3



- Theory
- Objectives
- Method
- Results**
- Conclusions



Interaction Effect of Team Potency and Change-Oriented Leadership on Team Climate.

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## Article 3

Theory

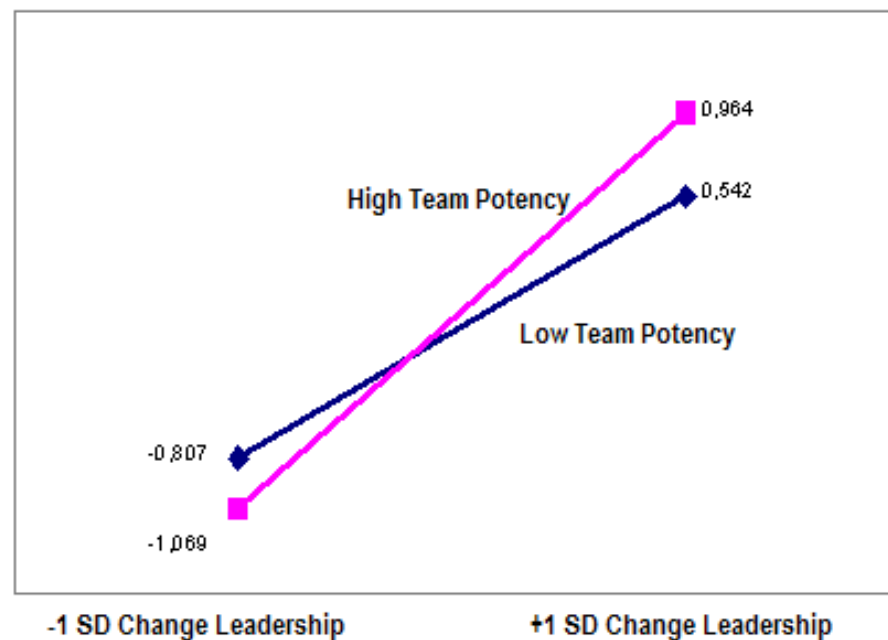
Objectives

Method

Results

Conclusions

2008



Interaction Effect of Team Potency and Change-Oriented Leadership on Team Innovation Climate.

## Article 3

Theory

Objectives

Method

Results

Conclusions

The results provide empirical support for hypotheses 1a and 1b regarding performance, and for hypotheses 2a and 2b regarding satisfaction. This confirms the existence of a general mediation effect of global climate, and of the innovation climate, on the relationship between change-oriented leadership and both team outcomes, performance and satisfaction.

Empirical support is also provided for hypotheses 3a and 3b regarding the moderating effect of potency on the relationship between change-oriented leadership and global climate and innovation climate. This relationship is maximized in high potency teams, but is hardly visible for low potency teams.

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## Article 4



### *The role of team climate for innovation in different types of teamwork: A multigroup analysis on team satisfaction and performance*

Theory

Objectives

Method

Results

Conclusions

2008

## Article 4

# *The role of team climate for innovation in different types of teamwork: A multigroup analysis on team satisfaction and performance*

Theory

Objectives

*- Team climate for innovation*

Method

Results

*- Types of teamwork*

Conclusions

*- Team effectiveness: Satisfaction and performance*

2008

*- Equivalent structural equation models*

## Article 4

*Hypothesis 1. Different types of teamwork will show different levels of team climate for innovation*

*Hypothesis 2. Team climate for innovation will contribute directly to team satisfaction.*

*Hypothesis 3. Team climate for innovation will contribute directly to team performance.*

*Hypothesis 4. There will be different adjusted models and different contributions to team satisfaction and performance by team climate for different types of teamwork.*

Theory

Objectives

Method

Results

Conclusions

2008

## Article 4



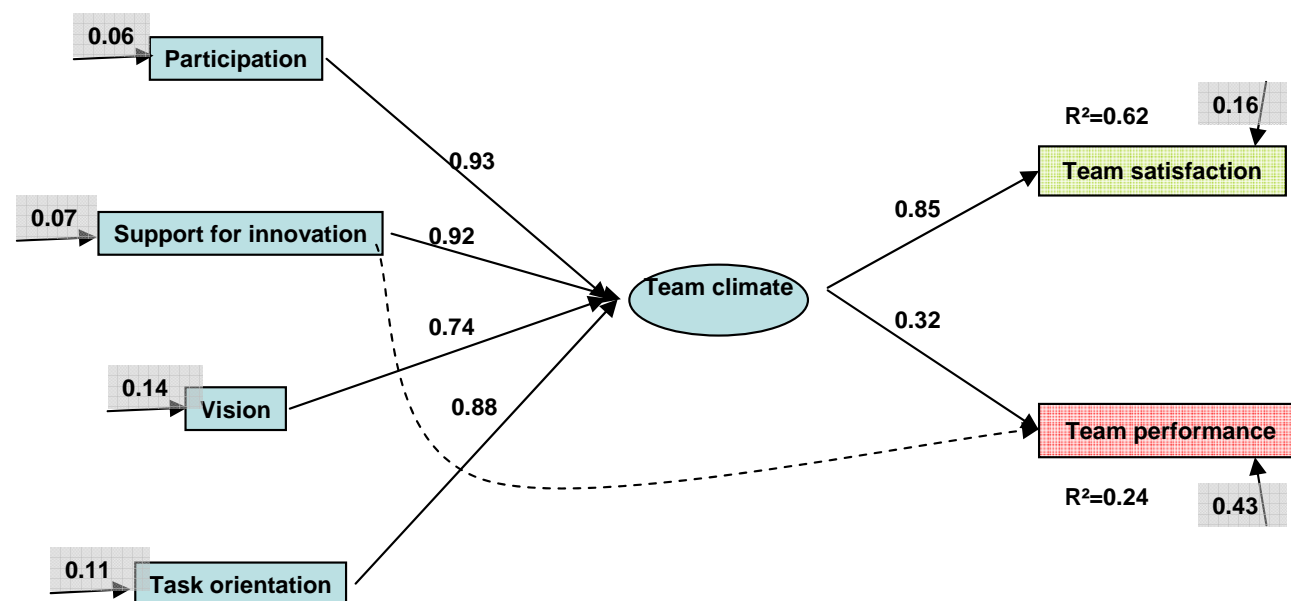
Theory

Objectives

Method

Results

Conclusions



Hospitals, public administration, and software company teams maximum-likelihood structural equations models with common metric standardized parameter estimates. Broken lines indicate organizational context differences, that is, paths that were significant either only in one of the group samples. All other paths were significant beyond the 0.05 level.

2008

## Article 4



*Results of the pooled sample and single-group structural equations analysis across samples*

Model	$\chi^2$	df	$\chi^2/df$	NNFI	CFI	GFI	RMSR	RMSEA
Pooled	19.46	10	1.94*	0.99	0.99	0.97	0.018	0.071
Hospitals	15.69	10	1.56	0.99	0.99	0.93	0.022	0.087
Public administration	19.44	10	1.94*	0.79	0.83	0.75	0.061	0.123
Software company	31.70	10	3.17***	0.94	0.96	0.90	0.021	0.093

*Note:* NNFI, non-normed fit index; CFI, comparative fit index; GFI, goodness-of-fit index; RMSR, root mean squared residuals; RMSEA, root mean square error of approximation.

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

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# Article 4



## *Results of the multigroup structural equation model across samples*

Model	$\chi^2$	df	$\Delta\chi^2$	CFI	RMSEA
M1 Free Model	66.83	30	-	0.97	0.140
M2 Equality of factor loading	85.27	38	18.44*	0.95	0.145
M3 Equality of factor loading, error variances	257.07	50	171.80**	0.87	0.258
M4 Equality of factor loading, error variances, and factor variances	261.59	52	4.52	0.87	0.254

*Note:* CFI, comparative fit index; RMSEA, root mean square error of approximation.

\*  $p < 0.05$ , \*\*  $p < 0.01$ .

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Conclusions indicate both that underlying four factors of team climate for innovation are important in predicting outcomes across settings and that there are different conditions of team climate for different types of teamwork in order to achieve adequate levels of team effectiveness (satisfaction and performance).

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Although the variables in the team climate for innovation model have in their relationships with an invariant factor form and structure, as well as cross-samples applicability, the mean values of the latent constructs differ between the three types of teamwork.

The proposed model has showed a moderate fit of the measurement model to the pooled data for all the different types of teamwork together.

2008

# OVERVIEW Model



**INPUT**

**PROCESS**

**OUTPUT**

Theory  
Objectives  
Method  
Results  
Conclusions

Leadership  
Task Oriented  
Relation Oriented  
Change Oriented

Team Climate for Innovation  
Participation  
Support for Innovation  
Objectives  
Task Orientation

Team Size  
Team Tenure

Group Potency

Context  
Culture  
Environment  
Sector  
Organizational

Team Performance

Team Innovation

Team Satisfaction

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# *Integrating Leadership Behavior and Climate Perceptions in Teamwork: Antecedents, Structure, and Influence on Work Groups' Innovation, Satisfaction, and Effectiveness in Organizations*

Theory

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