

Investigating the relationship between transformational leadership and team effectiveness in the bank branches of Guilan province-Iran

Azadeh Keshavarz¹, Morad Rezei Dizgah², Ibrahim Chirani³

1. Department of Public management, Master of Business Administration, Islamic Azad University Rasht Branch-Iran (corresponding author)
2. Department of Public management, Assistant professor, Islamic Azad University Rasht Branch-Iran.
3. Department of Commercial management, Assistant professor, Islamic Azad University Rasht Branch-Iran.
a.keshavarz61@yahoo.com

Abstract: As the technology develops and the organizational activities get complicated, it can be assertively claimed that the era of personal operation is over and today's management means supervising the working teams rather than supervising the individuals. The power of creating effective groups and having them coordinated with the effective fulfillment of the role of coordination, group leadership and membership is crucial. Therefore, as the organizations attempt to renovate themselves so as to compete more effectively and productively, they have turned to teamwork so as to benefit from the aptitude and talent of their workers better. The managers have realized that the groups are more flexible as compared to the traditional working structures and more responsive toward a changing environment. In the present paper, five hypotheses were proposed regarding the relationship between transformational leadership and team effectiveness. The population is consisted of the branches of governmental and private banks in the Guilan province which are 708. The sample size are 250 branches according to the Morgan-Krejcic table, which were selected using simple random sampling. The method of data collection was field study and the tool of data collection was questionnaire. In order to test the hypotheses, Pearson correlation coefficient, step-by-step regression and SPSS application were used and all the hypotheses were confirmed.

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1. Introduction

Globalization of marketplaces, information availability in terms of speed and volume, and increased competitiveness have changed the way organizations function and respond (Katzenbach, 1998). The need for increased flexibility and responsiveness, and the urgent and frenzied pace of product/service development has yielded tasks that prove too complex and time-consuming for individual attention and completion (Swezey and Salas, 1992). An organization is built and stands on the contribution of its employees, in order to develop an organization. Its employees should work with perfect coordination among themselves (Hackman and Oldham, 1976; Smith et al., 1994). In today's changing marketplace, teams have become the main unit of organization for service delivery. Team role has been members, toward success of the firm (Welbourne, Johnson and Erez, 1998). Recognizing this reality, team role has been included in some work performance models to better reflect the practice (Borman and Motowidlo, 1997). Rocine and Irwin (1994) suggest that team effectiveness is dependent upon the presence of balanced roles within the team. Researchers have shown that work teams are especially capable of strengthening an organization's problem-solving

capabilities, increase productivity, improving work effectiveness; better utilizing resource, lowering costs, and reducing human resources (Parker, 1990). Because teams can better provide a directed and collaborative effort to address complex task concerns, organizations around the world have significantly increased their dependency on teams (Montoya-Weiss et al, 2001). Although achieving higher levels of individual performance is widely researched in the transformational leadership literature (Avolio and Yammarino, 2002), achieving higher levels of team performance has not been as widely researched (Bass et al, 2003). Teams have become the basic organizing structure for accomplishing work in many firms, especially for the increasing numbers of organizations operating in dynamic and complex environments (e.g., Edmondson, 1999). A growing number of teams in the workplace perform intellectual and cognitive tasks (Cooke, Salas, Cannon-Bowers, & Stout, 2000), with information processing as a central aspect of their work, making it important to identify factors that influence effectiveness of those teams. Recently, reflexivity (a concept related to team learning) has been identified as a key factor in the effectiveness of work teams (e.g., Schippers, 2004). Organizations have used teams as the basic unit of structure (Devine

et al., 1999) to achieve increased organizational performance (Orlitzky and Benjamin, 2003), effectiveness (Kang et al., 2006) and creativity (Piralo-Merlo and Mann, 2004). Additionally, teamwork is employed to enhance team's social outcomes such as improving the quality of working life for members. However, given difficult team interactions and processes (e.g. conflict), teamwork may be inversely linked with task and social outcomes (Allen and Hecht, 2004) and team leaders are expected to manage such conflict effectively. In fact, prior research indicates that twenty percent of manager's time is devoted to managing conflict (Thomas and Schmidt, 1976). Understanding the nature of teamwork and importantly those factors that either contribute to, or underpin team effectiveness should better assist us to meet these expected performance gains (Jordan and Troth, 2004; Mayer et al., 2008).

2. Transformational leadership:

Transformational leadership has been identified as an effective strategy to manage the changing environment faced by modern organizations (Turner, Barling, & Zacharatos, 2002). Transformational leadership has been promoted as a desirable set of behaviors bringing about challenges for followers, but at the same time it is recognized that this type of leadership also puts increased demands on the skills of managers (Bass, 1990). Bass identified a number of sub dimensions of transformational leadership including charisma (which was later renamed idealized influence), inspirational motivation, intellectual stimulation, and individualized consideration. The four main characteristics of transformational leadership behaviors are 1) idealized influence/charisma: the leader acts as a role model and takes the lead in displaying desirable behavior, 2) inspirational motivation: the leader outlines a clear vision and the way forward, 3) intellectual stimulation: the leader encourages followers to make use of their skills and coaches them in making their own decisions and 4) individualized consideration: the leader acknowledges individual differences and adjusts behavior according to the individual's needs and capabilities (Bass, 1985).

Research on leadership in the past decade has focused on the transformational theory of leadership, which is arguably the dominant model of effective leadership (House and Shamir, 1993). Burns (1978) was the first author to contrast "transforming" and transactional leadership. Transactional leadership involves an exchange relationship between leaders and followers such that followers receive wages or prestige for complying with a leader's wishes. Transactional leadership encompasses contingent reward and management-by-exception.

In contrast, transformational leaders motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance (Bass, 1985; Yukl, 1999a, 1999b). Transformational leaders exert behaviors that increase followers' awareness of the mission or vision toward which they are working, thereby creating a situation where followers engage and involve themselves over and above what can be expected of them. Transformational leadership behaviors have been associated with both high levels of performance and follower health and well-being (Lowe, Kroeck, & Sivasubramaniam, 1996; Skakon, Nielsen, Borg, & Guzman, 2010). Such kinds of leadership behavior require leaders to exercise their discretion, balancing the level of delegation and communication according to the developmental level of followers. However, there is less research that has focused on the antecedents of transformational leadership behaviors.

Transformational leaders delegate decision-making responsibility to subordinates and encourage them to accomplish crucial organizational goals (Tichy and Devanna, 1986) transformational leadership share visions and values as well as mutual trust and respect (Lowe, Kroeck, & Sivasubramaniam, 1996). This implies that transformational leaders believed in sharing of formalized power and more often practice the use of personal power.

3. Team effectiveness

Today's business environments are changing at an extraordinary rate. The globalized economy, environmental turbulence, technological progress, and restructuring of organizations result in a hypercompetitive, hyper-innovative and high-velocity business landscape (Lee and Xia 2005).

Teams have become the basic unit through which is carried out in organizations (Gerard, 1995). As organizations face increasingly unpredictable, dynamic, and complex environments, substantial transformations are taking place in the way in which work is performed, including a growing reliance on work teams. The rationale for this shift is that teams can contribute meaningfully to organizations beyond the capabilities of individuals working alone (Hackman, 2002). In today's changing market place, teams have become the main unit of organization for service delivery. As teams can better provide a directed and collaborative effort to address complex task concerns, organizations around the world have significantly increased their dependency on teams (Montoya-Weiss et al., 2001; Salas et al., 1992). Harris and Harris (1996) stated that successful management actively not only promotes a team spirit, but also installs team mechanisms and the means to develop in team skills team is a community formed

with many people who complete the abilities of each other, responsible to each other and trying to achieve the aim with group effectiveness objective (Griffen, 1993). Effectiveness can be defined as a way to reach the level of organization aim (Thibodeaux and Favilla, 1996). In effectiveness personal and social criteria such as commitment, member satisfaction; also many different criteria as such as error rate and productively are seen (Amundson, 2003).

Tannenbaum, Salas and Cannon- Bowers (1996) define effectiveness as a combination of team performance in terms of outputs and the team's ability to grow and regenerate itself.

4. Transformational leadership and team effectiveness

Managers are faced with a requirement to develop, implement and if necessary challenge a range of new tasks, business processes, projects to be managed and teams to be led (Hull, 2006). Perhaps the most difficult aspect for a supervisor of being a work team leader is motivation of team members. Work teams may be more successful in achieving organizational goals if their members are empowered to do their jobs (Lathman and Gary, 2004). Conversely, if their authority and responsibility are restricted, employees may well reduce their levels of commitment. They might continue to perform satisfactorily but with little enthusiasm for improving quality and productivity (Steers et al., 2004). Informal meetings between supervisors and subordinates on a regular basis empower joint decision-making and participative management. Moreover, the existence of accurate and description on departmental basis is associated positively with effective task allocation and the absence of role conflict (Polychroniou, 2005).

Leaders influence team member's attitudes, behaviors and social processes (Fu and Yukl, 2000). Stewart and Manz (1995) argued that leadership, or a lack of it, is a major cause of failures to implement successful team based work systems in many

organizations. Researcher have begun to isolate some of the specific attributes and behaviors that are believed to make charismatic and transformational leaders particularly effective at achieving superior individual or group performance (House et al., 1991; Howell and Avolio, 1993; Podsakoff et al., 1996; Waldman and Yammarino, 1999).

5. Hypotheses

Having in mind the issues raised here and the literature, some hypotheses were put forward as follows:

- There's a significant relationship between idealized influence and team effectiveness.
- There's a significant relationship between intellectual stimulation and team effectiveness.
- There's a significant relationship between individualized considerations and team effectiveness.
- There's a significant relationship between inspirational motivation and team effectiveness.
- There's a significant relationship between transformational leadership and team effectiveness.

6. Methodology

This research descriptive. In order to collect the data, this study uses library studies and, as well, a field study carried out on the banks from Guilan province, Iran. The population of this research includes all the 708 branches of banks from Guilan province.

A sample size of 250 is selected. Seven questionnaires were distributed in each branch; and since the analysis unit is bank branch, the study calculates average scores, and each branch has a rating of studied variables.

For data collection in this field study, questionnaires were used with a 5-point likert scale ranging as follows:

Table 1) Qualitative traits and numerical values of the team effectiveness questionnaires

The overall range	Completely disagree	disagree	No idea	Agree	Completely agree
Numerical values	1	2	3	4	5

Table 2) Qualitative traits and numerical values of the Transformational Leadership questionnaire

The overall range	Never	Occasionally	Sometimes	Often	Usually
Numerical values	1	2	3	4	5

The used questionnaires include 64 closed questions altogether to measure the variables of the study. Questionnaires used in the study are: Transformational Leadership questionnaire (Bass & Avolio, 1997) which was used by Barnett et al., and the Team Effectiveness questionnaire designed by Bareman et al. (2001). Each variable is assessed using questions outlined in the following table.

Table 3) Distribution of questions in the questionnaire

Row	Variable	Factor	Sum of questions
2	Transformational leadership	Idealized influence (behavior)	20
		Idealized influence (adjective)	
		Intellectual stimulation	
		Individualized consideration	
		Inspirational motivation	
3	Team Effectiveness	Team synergy	44
		Performance objectives	
		Skills	
		Use of resource	
		Innovation	
		Quality	

In order to determine the validity of this study, the researcher used content validity. Also in order to determine the internal reliability, a Cronbach's alpha test was performed and the results are set out in the table below:

Table 4) Reliability of the questions for each variable

Row	Variable	Cronbach's alpha
1	Transformational leadership	0.745
2	Team Effectiveness	0.885

The present study analyzes data using descriptive and interpretive statistics. Each variable is described in tables and statistical indices, and then the data were fed into the Spss software for analysis, for testing the hypotheses, and for generalizing the findings into the population using Pearson correlation and regression approach.

Using Pearson correlation coefficient and regression demands assumptions which will be taken into consideration in details.

a) Kolmogorov – Smirnov test

This test is used in order to validate the claims proposed as to the distribution of the data of a variable. If in the output table, the value of the significance level is larger than 0.05, then the data have normal distribution and parametric tests such as Pearson correlation coefficient can be used.

b) Durbin – Watson test

One of the assumptions which are taken into consideration when dealing with regression is the independence of errors (the discrepancy between the actual values and the values predicted by the regression equation) from each other. If the hypothesis of the independence of the errors is refuted and there will be a correlation between the errors, using regression will be impossible. In order to examine the independence of errors from each other, the Durbin – Watson test will be used. If this statistic is located in the range of 1.5 to 2.5, the assumption of the lack of correlation between the errors will be accepted; otherwise, there's a correlation between the errors.

Table 5) Descriptive statistics of the variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
idealized influence	250	2.75	5.00	3.9190	.60965	.372
intellectual stimulation	250	2.50	5.00	3.9280	.66903	.448
individual consideration	250	1.75	5.00	4.0510	.75060	.563
inspirational motivation	250	2.50	5.00	3.6100	.71691	.514
team effectiveness	250	2.57	4.77	3.8744	.55165	.304
Valid N (listwise)	250					

Table 6) Kolmogorov – Smirnov test to check the normalcy of distribution

One-Sample Kolmogorov-Smirnov Test			team effectiveness
N			250
Normal Parameters	a,b	Mean	170.4720
		Std. Deviation	24.27274
Most Extreme Differences		Absolute	.130
		Positive	.111
		Negative	-.130
Kolmogorov-Smirnov Z			2.055
Asymp. Sig. (2-tailed)			.104

- a. Test distribution is Normal.
- b. Calculated from data.

As it can be seen in the table 6, since the significance level is larger than 0.05, therefore the distribution of the data is normal and parametric tests such as Pearson correlation coefficient can be used.

Table 7) Testing the hypotheses using Pearson correlation coefficient

		team effectiveness	idealized influence	intellectual stimulation	individual consideration	inspirational motivation
team effectiveness	Pearson Correlation	1	.562**	.722**	.760**	.789**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
idealized influence	Pearson Correlation	.562**	1	.443**	.463**	.392**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
intellectual stimulation	Pearson Correlation	.722**	.443**	1	.750**	.517**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
individual consideration	Pearson Correlation	.760**	.463**	.750**	1	.657**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
inspirational motivation	Pearson Correlation	.789**	.392**	.517**	.657**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

** Correlation is significant at the 0.01 level (2-tailed).

As it can be seen in the table 7, since the significance level is smaller than 0.05, there's a direct and significant relationship. As a result, no evidence confirming the refutability of the hypotheses was found. Correlation coefficient (intensity of relationship) between idealized influence and team effectiveness, intellectual stimulation and team effectiveness, individualized considerations and team effectiveness and inspirational motivation and team effectiveness is 0.562, 0.722, 0.760 and 0.789 respectively.

Table 8) multivariable regression test

Regression

Model Summary ^e					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.623	.621	14.93609	
2	.870 ^b	.757	.755	12.01311	
3	.887 ^c	.786	.784	11.28408	
4	.891 ^d	.794	.791	11.09311	1.996

- a. Predictors: (Constant), inspirational motivation
- b. Predictors: (Constant), inspirational motivation, intellectual stimulation
- c. Predictors: (Constant), inspirational motivation, intellectual stimulation, idealized influence
- d. Predictors: (Constant), inspirational motivation, intellectual stimulation, idealized influence, individual consideration
- e. Dependent Variable: team effectiveness

Variables Entered/Removed

a

Model	Variables Entered	Variables Removed	Method
1	inspirational motivation		Stepwise (Criteria: Probability <-of- F-to-enter <= .050, Probability <-of- F-to-remove >= .100).
2	intellectual stimulation		Stepwise (Criteria: Probability <-of- F-to-enter <= .050, Probability <-of- F-to-remove >= .100).
3	idealized influence		Stepwise (Criteria: Probability <-of- F-to-enter <= .050, Probability <-of- F-to-remove >= .100).
4	individual consideration		Stepwise (Criteria: Probability <-of- F-to-enter <= .050, Probability <-of- F-to-remove >= .100).

a. Dependent Variable: team effectiveness

ANOVA^e

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91376.75	1	91376.755	409.602	.000 ^a
	Residual	55325.55	248	223.087		
	Total	146702.3	249			
2	Regression	111056.5	2	55528.272	384.772	.000 ^b
	Residual	35645.76	247	144.315		
	Total	146702.3	249			
3	Regression	115379.0	3	38459.662	302.046	.000 ^c
	Residual	31323.32	246	127.331		
	Total	146702.3	249			
4	Regression	116553.3	4	29138.327	236.787	.000 ^d
	Residual	30149.00	245	123.057		
	Total	146702.3	249			

- a. Predictors: (Constant), inspirational motivation
- b. Predictors: (Constant), inspirational motivation, intellectual stimulation
- c. Predictors: (Constant), inspirational motivation, intellectual stimulation, idealized influence
- d. Predictors: (Constant), inspirational motivation, intellectual stimulation, idealized influence, individual consideration
- e. Dependent Variable: team effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	74.009	4.859		15.231	.000
	inspirational motivation	6.684	.330	.789	20.239	.000
2	(Constant)	40.081	4.870		8.231	.000
	inspirational motivation	4.809	.310	.568	15.492	.000
	intellectual stimulation	3.882	.332	.428	11.678	.000
3	(Constant)	29.820	4.902		6.084	.000
	inspirational motivation	4.439	.298	.524	14.877	.000
	intellectual stimulation	3.300	.328	.364	10.067	.000
	idealized influence	1.532	.263	.196	5.826	.000
4	(Constant)	25.706	4.999		5.142	.000
	inspirational motivation	3.983	.328	.470	12.130	.000
	intellectual stimulation	2.555	.403	.282	6.344	.000
	idealized influence	1.420	.261	.182	5.439	.000
	individual consideration	.773	.250	.155	3.089	.002

a. Dependent Variable: team effectiveness

Excluded Variables^d

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	idealized influence	.299 ^a	7.872	.000	.448	.846
	intellectual stimulation	.428 ^a	11.678	.000	.596	.732
	individual consideration	.424 ^a	9.579	.000	.520	.568
2	idealized influence	.196 ^b	5.826	.000	.348	.768
	individual consideration	.193 ^b	3.676	.000	.228	.339
3	individual consideration	.155 ^c	3.089	.002	.194	.332

- a. Predictors in the Model: (Constant), inspirational motivation
- b. Predictors in the Model: (Constant), inspirational motivation, intellectual stimulation
- c. Predictors in the Model: (Constant), inspirational motivation, intellectual stimulation, idealized influence
- d. Dependent Variable: team effectiveness

Residuals Statistics[§]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	122.1188	215.7603	170.4720	21.63529	250
Residual	-38.1719	25.97388	.00000	11.00365	250
Std. Predicted Value	-2.235	2.093	.000	1.000	250
Std. Residual	-3.441	2.341	.000	.992	250

a. Dependent Variable: team effectiveness

Since the value of Durbin – Watson (DW) equals 1.996 and is located between 1.5 and 2.5, the assumption of the non-existence of correlation between the errors will not be refuted and regression may be used.

For the fifth test that is the identification of the relationship between transformational leadership and team effectiveness, step-by-step regression has been used. As it can be inferred from the above tables, the regression analysis has gone forward four steps, i.e. the variables of inspirational stimulation, intellectual stimulation, idealized influence and individualized considerations have been entered into the equation, the correlation value (R) of which with the dependent variable in the first mode is 0.789. The value of the

coefficient of determination (R²) in this stage equals 0.623. In the second step, with the addition of the variable of intellectual stimulation, correlation has reached 0.870 and the value of coefficient of determination is 0.757. In the third step, with the addition of the variable of idealized influence, the intensity of correlation has reached 0.887 and the value of the correlation of determination is 0.786. And finally, in the fourth step, with the addition of the variable of individualized considerations, the correlation has reached to a value of 0.891 and the coefficient of determination stands at 0.794.

Based on this coefficient of determination, 79.4% of the variations of the dependent variable (team effectiveness) can be explicated by the

transformational leadership. The value of F has also become significant in the ANOVA table in the 99% level (significance level = 0.000) which denotes that regression is significant. According to the value of B in the correlation table, the regression equation can be written as follows:

$$Y = 25/706 + 3/983(\text{inspirational motivation}) + 2/555(\text{intellectual stimulation}) + 1/420(\text{idealized influence}) + 0/773(\text{individual consideration})$$

According to the resulting Beta, one unit of change in the standard deviation of the inspirational motivation leads to a 0.470 change in the standard deviation of the dependent variable (team effectiveness), one unit of change in the standard deviation of the intellectual stimulation leads to a 0.282 change in the standard deviation of the dependent variable (team effectiveness), one unit of change in the standard deviation of the idealized influence leads to a 0.182 change in the standard deviation of the dependent variable (team effectiveness) and one unit of change in the standard deviation of personal considerations, leads to a 0.155 change in the standard deviation of the dependent variable (team effectiveness).

7. Conclusion and suggestions

1- The variable of transformational leadership has a direct and significant impact on the team effectiveness in the studied society and accounts for a value of 0.794 of the variations of team effectiveness. Based on the correlation test, the entire dimensions of transformational leadership have a positive and significant relationship with team effectiveness.

As it can be seen in the regression test, inspirational motivation has the strongest relationship with the team effectiveness while intellectual stimulation, idealized influence and individualized considerations follow a strong relationship pattern in a sequential order. The results of this study are in line with that of Polychroniou's research (2009) as to the relationship between emotional intelligence, transformational leadership and the improvement of team effectiveness.

Erin McCain(2011) figured out that by laying the groundwork for participatory decision-makings, transformational leadership improves the effectiveness. Bass (1990) and Kahai et al. (2002) had reached similar results regarding the existence of direct and moderating impact of transformational leadership on the group performance.

The followings are the suggestions of the present paper which have been presented by taking into consideration the results and initial objectives of the research:

Since transformational leadership is teachable according to the studies of McColl-Kennedy and Anderson(2002), the first suggestion is educating the

managers. Based on the findings of the research, the banks are recommended to select managers who have or can be taught the following features: a manager, who reviews the suggestions and solutions of the workers carefully, assists the workers in developing their abilities, emphasizes on the sense of group cooperation and voluntarily suggests the ways on how to do the works, pays attention to the moral and religious consequences of his decisions and continually maintains hopefulness for achieving the goals.

Accordingly, based on the findings of the research, it's recommended that the managers should behave in a way that the workers are honored of working and cooperating with the organization and the culture of individualism is undermined among them. One of the solutions to this end can be institutionalizing the system of receiving and reviewing the suggestions. By holding meeting with the workers, the managers should inform them of the modality of performance and objectives of the organization to prevent the emergence of working problems and pay due attention to the workers' suggestions in improving the organizational methods and responsibilities. Moreover, by sacrificing the personal interests for the other people and empowering these values, it's recommended that the objectives of the individual and the organization be intermingled with each other in a value-oriented manner.

The managers should create public confidence in the objectives of the organization, so they should abide by their commitments and promises and treat the workers in an honest way. They should be always available to the workers in different ways and carefully listen to what they have to say.

The managers should consider the factor of intellectual stimulation as a stimulus in the followers for reviewing the basic assumptions and questioning them and persuading the followers to look into different issues from various perspectives, suggesting new solutions and looking into the modality of doing the tasks as a solution. The managers should also give priority to the individualized considerations of the workers. This means that the managers should guide, educate and support their workers and develop and expand their abilities. Because this way, the workers who have a higher level of individual abilities will come up with more innovations and feel more responsible in their tasks.

8. Limitations and directions for future research

The limitation is that the present study focuses on banks; and thus, the results cannot be generalized to other organizations, institutions, or companies which feature a different competitive structure.

The findings of this paper suggest several interesting areas for future research. For example, researchers may wish to explore other possible links in the team effectiveness. Transformational leadership style was shown here to be an important link in the team effectiveness, additional research should also examine other leadership styles, such as transactional and laissez-faire leadership with team effectiveness.

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