

A model of organizational climate, team flow and coping strategies

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FRAMEWORK

Relevance

Nowadays, the way employees and teams perceive organizational climates seem to have a decisive influence on work execution and productivity, but also on the strategies people use to cope with organizational stressors. These, in turn, seem to influence productivity and performance.

Objectives

- 1 Development of the Team Flow Scale (TFS).
- 2 Build a model that hypothesizes that a positive (authentizotic) organizational climate positively influences teamwork flow, adaptive coping strategies and work performance, and also that the authentizotic organizational climate is negatively correlated to less adaptive coping strategies. The same model also posits that teamwork flow positively influences work performance, which is positively correlated to adaptive coping strategies and negatively correlated to less adaptive coping strategies.

Flow:
Csikszentmihalyi (1997)

Flow is a peak experience where a person can achieve an optimal state of happiness and performance doing an activity ou task.

Organizational authentizótic climate
(Rego & Souto, 2005, p.4)

Greek terms: authenteekos and zoteekos. Meaning first that the organization is authentic, worthy of trust. The second means that it is essential for people, providing meaning to work and their lives.

Teams:
Instrumental and relational interdependence
(Deutsch, 2003)

In teamwork there is a high instrumental and relational interdependence, cooperative posture presents the most appropriate to help achieve success.

Coping Strategies:
(Esparbès, Sorder-Burning and Tap (1993)

The strategies that individuals can use in a stressful situation. Can be articulated in three fields, the behavioral, cognitive and affective.

	Instruments	Sample	Procedure	Further Studies
Objectiv 1	Team Flow Scale (TFS) (Laneiro 2011)	635 participants	Scale Validation 2 Studies	Scale Validation Other Cultures
Objectiv 2	Team Flow Scale (TFS) Laneiro (2011) Toulousiana Coping Scale (TCS) (Tap, Costa & Alves, 2005) Autentizótic Climates Scale (ACS) Rego, 2004)	21 Teams 104 Participants	Model Validation Management Competition	Team Flow Relation with other psychological concepts – organizational commitment, creativity and innovation

RESULTS AND CONCLUSIONS

The Team Flow Scale

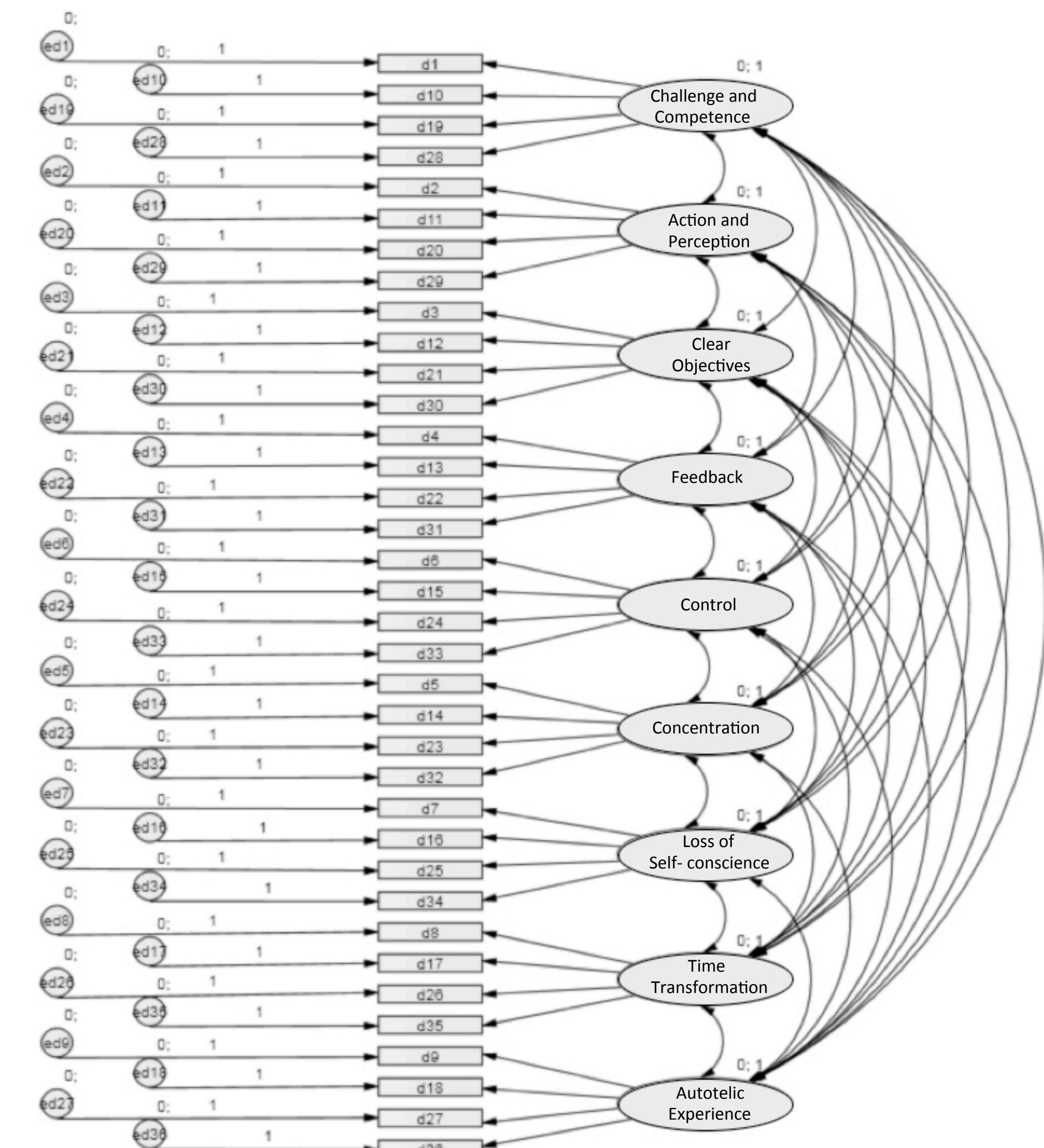


Fig. 1: Scale Structure - 9 Interrelated Dimensions - Challenge Skill Balance; Action-Awareness Merging; Clear Goals; Unambiguous Feedback; Concentration on Task in Hands; Sense of Control; Loss of Self Consciousness; Transformation of Time and Autotelic Experience. 36 Items

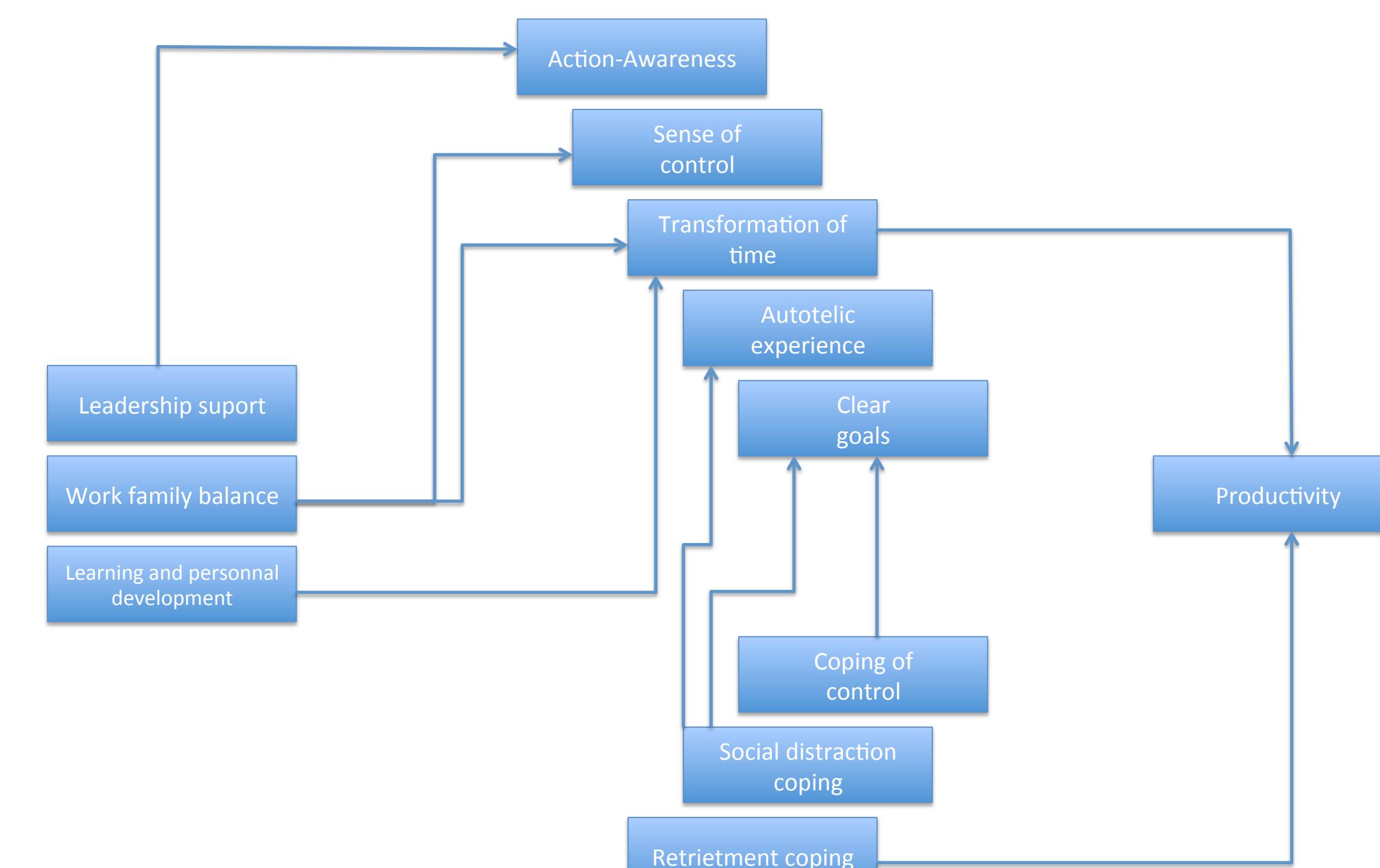


Fig. 2: Model Path Analysis

The results seem to show that more positive organizational climates foster a context in which teamwork flow might be a reality. Our findings also point a positive relation with more adaptive coping strategies with teamwork flow. Also that worse employee performance when less adaptive coping strategies are used.

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