Leadership and Group Cohesion on Team Performance in Virtual Teams

TREO Talk Paper

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Abstract

In this study, using a survey methodology, the authors examined mobile technologies impact on group cohesion, leadership effectiveness and team performance within the distribution facilities. Examining Quinn’s leadership roles, the authors studied differences on the roles of monitor, coordinator, mentor, and facilitator in relationships to other variables. Figure 1. illustrates the objectives of this study including all hypothesis, a plus sign (+) showing an expected positive relationship.

Control Variables: Age, Gender and Education

Figure 1. Research Model (Schanke, 2017)

For hypotheses H2 and H3, each of leadership roles was tested in a relationship to both variables (H2a, H2b, H2c, H2d & H3a, H3b, H3c, H3d) as well as the combined leadership role. The results show that H2, H3, and H4 were accepted while H1 was rejected explaining that the use of mobile technology by leaders did not moderate the relationship between leadership roles and group cohesion. In addition, this study showed that there was a significant difference between the age groups on the impact of the leadership roles of Mentor and Facilitator on Leadership Effectiveness, and between Leadership Effectiveness and Team Performance. This was an unexpected finding.

The goal of this TREO talk is to share these findings to further explore the unexpected findings and discuss the role of mobile technology use in the supply chain industry and the age differences. It is proposed to further study the relationship between leadership roles, leadership effectiveness, and team performance in work teams that use mobile technology as a means to communicate for work purposes. Our purpose is to continue this research on the population of working adults who use some form of mobile technology to communicate as part of their primary work tasks.