Best Climate Team for a best Financial Performance

K. Dorofeeva, A. Ceschi, R. Sartori,
Department of Philosophy, Education and Psychology, University of Verona, Verona

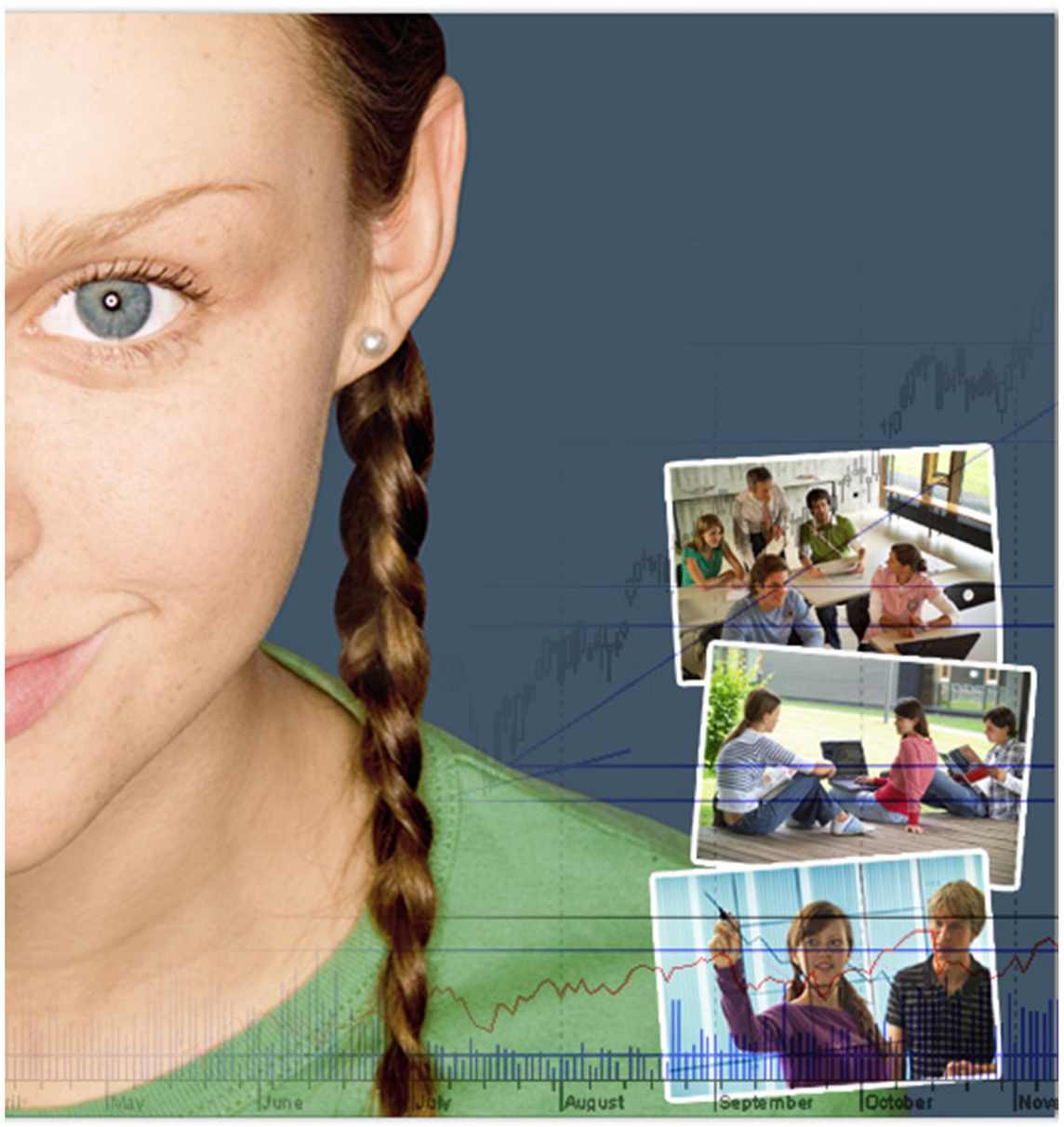
Abstract
Our research aims to study dynamics that characterize activities in work groups, in particular in financial broker teams. Several studies have demonstrated how new work practices oriented to teamwork and shared aims show different results in financial performance. More in general, the relation between team working and financial performance is demonstrated positive in several research. With the present work we focus on broker teams by analyzing which factors such as teamwork and more in general climate of team could affect the management of a financial portfolio. In order to study the factors that influence the management of financial portfolio we tested fifty participants enrolled in a competition called Stock Market Learning, which simulates a real stock market environment. The sample was organized in teams of three or four participants with the aim to earn high virtual money capital in a limited period of time. In order to test the group factors, we have used the Italian version of the Team Climate Inventory, specifically the one measuring the Communication and Innovation factor (Support for innovation + Participate safety + Interaction frequency).

Introduction
Nowadays a serious question can be put like this: how to recognize the equivalence of the teamwork practice with the performance of groups? It is hard to formulate a precise definition of performance since this depends upon the purpose and objectives of research. Anyway a wide range of performance indicators have been investigated, and, for the aim of this research, we will look at financial outcomes.
A related issue concerns dimensions of climate in the teamwork, which will help us to consistently specify the appropriate framework for the measurement of teamwork climate. An initial supposition of the theory in the area of organizational climate was that social environments could be characterized by limited number of dimensions. In Patterson, West and Shacleton (2005) study of dimensions of the organizational climate has been divided in four fundamental dimensions: internal – external and control – flexibility orientation (see table 1). These dimensions have been considered as a main organizational effectiveness criteria in Competing values model (Quinn & Rohrbaugh, 1983). Patterson develop Quinn theory and "generated domains of the dimensions in order to ensure that were an adequate sample of dimensions identified within each of the four broadly conceptualized domains" (Patterson et al., 2005). One of the results of the research was strong correlations between the factors Innovation and Flexibility (r = .94). "This indicated that the shared variance in items designed to measure Innovation corresponded almost precisely to the shared variation in items designed to reflect Flexibility" (Patterson et al., 2005). In view of the fact that we wanted subscales to measure reasonably distinct dimensions of climate of financial performance brokers team, we picked dimension flexibility as an essential dimension. Teams of brokers deal with market, where the way how a group reacts on the market changes is one of main factor of the group performance.

Aim
This poster integrates research areas by investigating the causes and effects of affective climate in the work teams. The key point for our purpose is that in integrating research findings, measures of financial team performance have not been treated as a result of affective team climate in groups.

Participants and Procedure
50 subjects took part in the (54% females; age range 18 to 20 years). The sample was organized in teams of three or four participants. The survey was run online and participants were high school students enrolled in a competition called Stock Market Learning, which simulates a real stock market environment. The competition, driven by savings banks across Europe, has given students the opportunity to invest a virtual capital on the stock market and to learn how financial markets work.

Method
In order to measure dimensions cited we use the Italian version of the Team Climate Inventory validated by Ragazzoni, Baiardi, Zotti, Anderson, and West (2002). This test was built on the basis of the original Team Climate Inventory of Anderson and West (1994). The Italian validation driven by Ragazzoni et al. (2002) involved several participants from bank company and healthcare organizations as well. The aim of the validation was to investigate such constructs as validity and reliability of the test.



STOCK MARKET LEARNING

CONTROL ORIENTATION	EXTERNAL FOCUS		INTERNAL FOCUS	
	Rational Goal Model (external focus and control orientation) is on the pursuit and attainment of well-defined objectives, where norms and values are associated with productivity, efficiency, goal fulfillment, and performance feedback.	Clarity of organizational goals a concern with clearly defining the goals of the organization	In the Internal Process Model (internal focus, control orientation) the emphasis is on stability, where the effects of environmental uncertainty are ignored or minimized. Coordination and control are achieved by adherence to formal rules and procedures. The Internal Process Model represents the classic bureaucracy.	Formalization: a concern with formal rules and procedures.
		Effort how hard people in organizations work towards achieving goals		Tradition: the extent to which established ways of doing things are valued.
		Efficiency: the degree of importance placed on employee efficiency and productivity at work.		
		Quality: the emphasis given to quality procedures.		
		Pressure to produce: the extent of pressure for employees to meet targets.		
		Performance feedback: the measurement and feedback of job performance.		
FLEXIBLE ORIENTATION	Open Systems Model (external focus and flexible orientation) is on readiness, change and innovation, where norms and values are associated with growth, resource acquisition, creativity and adaptation.	Flexibility an orientation toward change.	The Human Relations Model (internal focus, flexible orientations) has norms and values associated with belonging, trust, and cohesion, achieved through means such as training and human resource development. Coordination and control are accomplished through empowerment and participation, and interpersonal relations are supportive, cooperative, and trusting in nature.	Employee welfare: the extent to which the organization values and cares for employees.
		Innovation: the extent of encouragement and support for new ideas and innovative approaches.		Autonomy: designing jobs in ways which give employees wide scope to enact work.
		Outward focus: the extent to which the organization is responsive to the needs of the customer and the marketplace in general.		Participation: employees have considerable influence over decision-making.
		Reflexivity: a concern with reviewing and reflecting upon objectives, strategies, and work processes, in order to adapt to the wider environment.		Communication: the free sharing of information throughout the organization.
				Emphasis on training: a concern with developing employee skills.
				Integration: the extent of interdepartmental trust and cooperation.
				Supervisory support: the extent to which employees experience support and understanding from their immediate supervisor.

We used in our research the short Italian version of TCI with 3 factors: Participate safety, support for innovation and Interaction frequency, which has been combined by Ragazzoni in one main factor Communication and Innovation .This three dimension sand scales are related to:
1.Participative safety: it indicates how many members of a team feel participative sentiments and psychologically safety. Participation safety is the perception that the team provides a non-threatening environment where members are able participate in discussions and influence on decisions. Participative safety refers to the extent to which the climate of the team is psychologically safe and subsequently through this "safeness" encourages participation from each member of the team. When a climate of psychological safety is present within the group, team members will feel that they are free not only to contribute, but also to take risks, and thereby present more ideas to the team. This construct is measured by 12 items;
2.Support for innovation: it measures the supportiveness in team, which is necessary in order to create and introduce innovation in team. Support for innovation is the extent to which team values and desires innovation and support and enables it. It is concerned with the support provided by the team for innovative ideas. Two types of support have been identified: articulated and enacted. Articulated support is concerned with the expressed support, both verbally and written, to new ideas, while enacted support refers to the practical support given to new ideas in terms of the resources made available for ideas to be carried forward. This construct is measured by 8 items;
3.Interaction frequency: Contains only three items in the Italian version and aimed at assessing the actual frequency of direct interaction.
All items describe group characteristics and the sample was asked to sign the preferred option by using an online survey based on a Likert scale of 5 points.

Results
We have found a positive and statistically significant correlation between the dimension named Communication and Innovation (composed of the three TCI dimensions Participative safety, Support for innovation and Interaction frequency) and the financial outcome: r = .30 (p < .05).

Discussion
This study focused on determining the theoretical model of the TCI is applicable to the financial performance of the team works.
In several countries, the TCI has been demonstrated to yield reliable scale scores measuring either four or five factors of team climate. We used the three factor scale combined in one factor named "Communication and Innovation" , which, in our opinions and as it has been shown before in Competing values model (Quinn & Rohrbaugh, 1983), represent the essential dimension "Flexibility". The "Flexibility" dimension delights the brokers team reaction on the market changes and it's turn effect on financial performance of the teams.
The correlation found between the dimension Communication and Innovation and the financial outcome shows that when a group is more flexible in the sense and more open to innovation. So, generally, the study results indicate that the concepts embodied in the TCI can be conveyed to financial performance of the work teams.

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