



A STUDY ON EMPLOYEE PERFORMANCE AND WELL-BEING OF NURSES IN PRIVATE HOSPITALS

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Abstract

Employee performance and well-being of nurses are critical determinants of healthcare quality, patient safety, and organizational effectiveness, particularly in private hospitals where service expectations are high. Nurses in private hospitals often engage in multitasking behavior due to staff shortages, heavy workload, and time pressure, which may significantly influence both their performance and well-being. This study aims to examine the relationship between employee performance and well-being of nurses working in private hospitals in Tirunelveli District, with special emphasis on multitasking behavior. A descriptive and empirical research design is adopted for the study. Primary data are collected from nurses through a structured questionnaire, while secondary data are gathered from journals, books, and research reports. The study seeks to identify the extent to which multitasking affects nurses' efficiency, stress levels, job satisfaction, and overall well-being. The findings are expected to provide valuable insights for hospital management in formulating policies that enhance nurse performance while promoting physical and psychological well-being, ultimately improving patient care and organizational sustainability.

Keywords: Employee Performance, Well-Being, Multitasking Behaviour, Nurses.

Introduction

The healthcare sector relies heavily on nurses, who play a pivotal role in delivering quality patient care and ensuring smooth hospital operations. In private hospitals, nurses are expected to perform multiple tasks simultaneously, including patient care, documentation, coordination with doctors, and administrative duties. This multitasking behavior has become an inherent part of nursing practice due to increasing patient load, technological integration, and staffing constraints.

Employee performance among nurses is closely linked to their physical, mental, and emotional well-being. High levels of stress, fatigue, and emotional exhaustion can adversely affect nurses' ability to perform effectively, leading to reduced productivity and compromised patient safety. Well-being encompasses not only physical health but also psychological and emotional stability, which are essential for sustained performance in demanding healthcare environments.

Multitasking behavior, while often perceived as a skill that enhances efficiency, may also contribute to cognitive overload, stress, and burnout when excessive. Nurses frequently shift between tasks under time pressure, which can impact their concentration, accuracy, and overall well-being. In private hospitals, where performance expectations are high and resources may be limited, the effects of multitasking on nurses' performance and well-being warrant systematic investigation.

In the Indian context, particularly in districts such as Tirunelveli, empirical studies examining the combined effects of multitasking behavior on employee performance and well-being of nurses are



limited. Understanding this relationship is crucial for hospital administrators to design supportive work systems, optimize task allocation, and promote a healthy work environment. Therefore, this study focuses on analyzing employee performance and well-being of nurses in private hospitals in Tirunelveli District, with special reference to multitasking behavior.

Review of Literature

In the hectic atmosphere of today's workplaces, multitasking has emerged as a pervasive practice that has become a distinguishing characteristic, influencing the manner in which workers negotiate the requirements of their employment. Employees are typically members of more than one team at the same time as a result of the new work environment, which is characterized by the constant mixing, sharing, creation, and dissolution of teams (Mortensen, 2014; O'Leary et al., 2011). This study intends to investigate the complex relationship that exists between employees' habit of multitasking and the demands of their jobs, as well as the influence that these factors have on the overall performance and wellbeing of workers. Discovering the moderating role that individual personality qualities have in the formation of these intricate interactions is one of the primary goals of this research project, which has a special emphasis on this area.

The correlation between multitasking and job demands may be moderated to some extent by one's personality. An individual's capacity to handle and adjust to job demands may be impacted by their personality type and how they handle multitasking. An individual's personality plays a significant part in determining how they approach activities, how they connect with other people, and how they manage the necessities of their working environment. Personality has the potential to operate as a moderator when it comes to the habit of multitasking and the demands of work, therefore impacting how people react to and handle these issues.

Someone who thrives in a more regimented and concentrated work setting may struggle with multitasking, in contrast to someone who has a high tolerance for ambiguity and loves diversity. How people handle increasing job demands and multitasking depends on their personality factors such as openness to experience, conscientiousness, and introversion/extroversion.

Understanding the ways in which differences in personality attributes impact the results of multitasking is of the utmost importance in this day and age, when the ability to multitask is no longer simply a talent but a must. Matthews (2012) made the observation that interrelationships are among the most important factors in determining the effectiveness of multi-teaming, and that collaborative people is required in order for this setting to be successful. According to Reilly et al. (2002), individual personality has a significant role in both the selection of teams and the performance of such teams. Our first results suggest towards a strong moderating influence, demonstrating the subtle ways in which particular personality qualities modify the relationship between multitasking behavior and the demands inherent in the professional domain. These findings come from our study, which was conducted in order to investigate this question.

In modern, high-pressure workplaces, multitasking is commonplace. As the number of things that require doing at once grows, people are finding themselves caught in a tangled web of obligations and due dates. According to information provided by Peralta et al. (2018), "teams" are defined as "dynamic entities consisting of two or more interdependent individuals who work together toward common goals." Factors such as personality, corporate culture, and the tasks themselves might impact the complex link between multitasking behavior and job demands. Real success in the workplace requires a delicate balancing act between multitasking and focusing intently on a single activity at a time.

On the one hand, being able to switch between tasks with relative ease increases efficiency and production. The possible drawbacks, such as increased stress, less concentration, and the likelihood of mistakes when spreading attention too thin, must be carefully considered, however. Some people seem to flourish, exhibiting improved performance and well-being, others may confront difficulties and have adverse effects. The consequences of this study go beyond satisfying academic curiosity; rather, they provide businesses that are attempting to manage the difficulties of the contemporary workplace with insights that can be immediately put into practice. A fundamental topic that emerges, highlighting the need for a tailored strategy, is the importance of recognizing the variability in the ways in which people react to multitasking and adjusting management tactics appropriately. According to Ricketta and Van Dick (2009), job engagement is comprised of two variables that overlap with one another. These measures include psychological identification with the job, as well as the degree to which work plays a significant part in the individual's life and identity.

The critical role of personality in shaping the outcomes of multitasking, paving the way for a deeper understanding of how organizations can foster a balanced and productive environment that caters to the well-being and performance of their diverse workforce is considered. According to Giorgi et al. (2017), a high degree of employee well-being offers advantages not only for the workers themselves but also for their individual organizations, since it has the potential to increase the likelihood of success. A qualitative review was conducted by Wright (2003) to investigate the relationship between psychological well-being (PWB) and performance on the job. The term of well-being is rather wide and may include a number of different characteristics. According to what was discussed before, this idea has its origins in philosophy, but it has subsequently been applied to the field of psychology (Kashdan et al., 2008). In addition to being a source of money, one's place of employment is also a reflection of their social standing (Ariza-Montes et al., 2018). This makes work a crucial factor in determining one's personal well-being.

As workplaces continue to evolve, this study sheds light on the critical role of personality in shaping the outcomes of multitasking. (Cubel et al., 2016) also found that personality attributes are associated to productivity. Also connected to other characteristics of individual performance, such as innovation and total work performance, personality is a factor in the performance of individuals. 2020, according to van de Brake et al. According to Motowidloand Scotter (1994), job performance is defined as task performance, which involves the creation and sale of goods or services offered by a company in the most efficient and effective manner feasible.

Research Problem

Nurses working in private hospitals are increasingly required to perform multiple tasks simultaneously due to rising patient demands, limited staffing, and operational pressures. While multitasking is often considered necessary for efficient healthcare delivery, excessive multitasking may adversely affect nurses' performance and well-being. Prolonged exposure to high task demands can lead to stress, fatigue, emotional exhaustion, and decreased job effectiveness.

Despite the crucial role of nurses in healthcare delivery, there is limited empirical evidence at the district level on how multitasking behavior influences employee performance and well-being in private hospitals. In Tirunelveli District, private hospital nurses face unique challenges related to workload, time pressure, and role overload, which may negatively impact their professional performance and personal well-being.

The lack of comprehensive studies addressing these issues creates a research gap in understanding the interplay between multitasking behavior, employee performance, and well-being of nurses. This study seeks to address this gap by systematically examining the impact of multitasking behavior on nurses' performance and well-being in private hospitals in Tirunelveli District. The findings of the study are expected to assist hospital management in developing strategies to enhance nurse performance while safeguarding their well-being.

Objectives of the Study

1. To determine the relation between Factors behind Employee Performance and Factors behind Employee Well-Being.
2. To examine the relation between Role of Personality in Moderating the Relationship between Multitasking Behavior and Work Demands through Employee Performance and Employee Well-Being.
3. To investigate the Role of Personality in Moderating the Relationship between Multitasking Behavior and Work Demands through Employee Performance and Employee Well-Being.

Hypotheses Included In the Study

Hypothesis I: There is no significant difference between Factors behind Employee Performance and Factors behind Employee Well-Being

Hypothesis II: There is no significant relationship among the Role of Personality, Multitasking Behavior, Work Demands, Employee Performance and Well-Being

Research Methodology

An all-encompassing study technique is absolutely necessary if one wishes to explore the subtle link that exists between multitasking behavior, job demands, and the degree to which each individual's personality qualities moderate the effects of these factors on employee performance and well-being.

A questionnaire was used to inquire about the productivity of five hundred nurses who had been chosen at random. The study is predicated on first-hand accounts and observations. Secondary sources of data include things like books, newspapers, journals, and internet databases, just to name a few examples. The basic data are collected via the use of a technique known as systematic random sampling.

Techniques for Sampling

The sample was selected by the use of a method of probability sampling known as simple random sampling. For the purpose of the research project, a random sample of 426 nurses from private hospitals in Tirunelveli district, Tamil Nadu was surveyed using a questionnaire.

There were 500 questionnaires handed out, of which 38 (7.6%) were found to have incorrect or missing information, and 36 (7.2%) were never brought back. The research is an example of an empirical investigation. For the purpose of this inquiry, a descriptive research technique was used.

Data Analysis

Hypothesis I

Null Hypothesis: There is no significant difference between Factors behind Employee Performance and Factors behind Employee Well-Being.

Table:1. One-way analysis for Factors behind Employee Performance and Factors behind Employee Well-Being of nurses

		Sum of Squares	df ^a	Mean Square	F ^b	Sig. ^c
FE P	Between Groups	1521.725	23	66.162	4.752	0.000** Significant
	Within Groups	5597.564	402	13.924		
	Total	7119.289	425			
FE W	Between Groups	600.717	23	26.118	3.221	0.000** Significant
	Within Groups	3259.379	402	8.108		
	Total	3860.096	425			

Source: Statistically analyzed data

Note: **FEP** refers to Factors behind Employee Performance, **FEW** refers to Factors behind Employee Well-Being. ^aDegrees of Freedom, ^bF-Statistic, ^cSignificance.

Hypothesis I was framed to examine whether there is a significant difference between the factors behind employee performance and the factors behind employee well-being of nurses working in private hospitals. The null hypothesis stated that there is no significant difference between these two sets of factors.

To test this hypothesis, a one-way Analysis of Variance (ANOVA) was applied, and the results are presented in Table 1. For Factors behind Employee Performance (FEP), the ANOVA results reveal an F-value of 4.752 with a significance value of 0.000, which is statistically significant at the 1 per cent level. Similarly, for Factors behind Employee Well-Being (FEW), the calculated F-value is 3.221 with a significance value of 0.000, indicating statistical significance.

Since the calculated significance values for both FEP and FEW are less than the conventional level of significance ($p < 0.01$), the null hypothesis is rejected. This indicates that there exists a significant difference between the factors influencing employee performance and the factors influencing employee well-being among nurses in private hospitals.

The findings imply that although employee performance and well-being are closely related, they are influenced by distinct sets of factors. Therefore, hospital management should address performance-related factors and well-being-related factors separately through targeted policies and interventions to improve both productivity and the overall quality of work life of nurses.

Hypothesis II

Null Hypothesis: There is no significant relationship among the Role of Personality, Multitasking Behavior, Work Demands, Employee Performance and Well-Being .

Table:2. Inter Correlation Matrix on the Role of Personality, Multitasking Behavior, Work Demands, Employee Performance and Well-Being of Nurses

		RP	FMB	FWD	FEP	FEW
RP	Pearson Correlation	1	0.831*	0.837*	0.802**	0.840**
	Sig. (2-tailed)		0.024	0.043	0.002	0.008
FMB	Pearson Correlation		1	0.991**	0.992**	0.835**
	Sig. (2-tailed)			0.000	0.000	0.004
FWD	Pearson Correlation			1	0.928**	0.809**
	Sig. (2-tailed)				0.000	0.008
FEP	Pearson Correlation				1	0.891**
	Sig. (2-tailed)					0.000
FEW	Pearson Correlation					1
	Sig. (2-tailed)					

Source: Statistically analyzed data

Note: **RP** refers to Role of Personality **FMB** refers to Factors behind Multitasking Behavior, **FWD** refers to Factors behind Work Demands, **FEP** refers to Factors behind Employee Performance, **FEW** refers to Factors behind Employee Well-Being.** Correlation is significant at the 0.01 level (2-tailed)

Hypothesis II was formulated to examine the relationship among the role of personality, multitasking behavior, work demands, employee performance, and employee well-being of nurses working in private hospitals. The null hypothesis stated that there is no significant relationship among these variables. Pearson's correlation analysis was applied, and the results are presented in Table 2. The findings reveal strong and statistically significant positive relationships among most of the study variables. The role of personality (RP) shows a high positive correlation with multitasking behavior ($r = 0.831$, $p < 0.05$) and work demands ($r = 0.837$, $p < 0.05$). RP also exhibits a strong positive relationship with employee performance ($r = 0.802$, $p < 0.01$) and employee well-being ($r = 0.840$, $p < 0.01$).

Further, multitasking behavior (FMB) demonstrates an exceptionally strong positive correlation with work demands ($r = 0.991$, $p < 0.01$), indicating that increased work demands lead to higher multitasking among nurses. Multitasking behavior is also strongly associated with employee performance ($r = 0.992$, $p < 0.01$) and employee well-being ($r = 0.835$, $p < 0.01$), suggesting that multitasking significantly influences both productivity and well-being.

Similarly, work demands (FWD) are highly correlated with employee performance ($r = 0.928$, $p < 0.01$) and employee well-being ($r = 0.809$, $p < 0.01$). The relationship between employee performance (FEP) and employee well-being (FEW) is also found to be strong and positive ($r = 0.891$, $p < 0.01$), indicating that higher performance is associated with better well-being among nurses.

Since the calculated significance values for all major correlations are less than the accepted significance levels ($p < 0.05$ and $p < 0.01$), the null hypothesis is rejected. Therefore, it is concluded that there exists a significant and positive relationship among the role of personality, multitasking behavior, work demands, employee performance, and employee well-being of nurses working in private hospitals.

The results highlight that personality traits, multitasking behavior, and work demands play a crucial role in shaping both performance and well-being outcomes. These findings emphasize the need for hospital management to balance work demands and multitasking requirements while considering individual personality differences to enhance nurse performance and protect their well-being.

Table:3. Regression Analysis- R Square - Role of Personality of Nurses

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.872 ^a	0.805	0.807	6.531

Source: Statistically analyzed data

Table 3 presents the results of the regression analysis examining the explanatory power of the Role of Personality in predicting the dependent variables included in the model. The correlation coefficient (R) is 0.872, indicating a strong positive relationship between the role of personality and the outcome variables considered in the study.

The R Square value of 0.805 shows that 80.5 per cent of the variation in the dependent variables (employee performance and well-being of nurses) is explained by the role of personality. This indicates that personality-related factors such as emotional stability, adaptability, responsibility, and stress tolerance play a substantial role in influencing nurses' performance and well-being in private hospitals.

The Adjusted R Square value of 0.807 further confirms the robustness of the regression model, suggesting that the model remains stable even after adjusting for sample size and the number of predictors. The standard error of the estimate (6.531) indicates a reasonable level of prediction accuracy, implying that the observed values are fairly close to the values predicted by the regression model.

Table:4. Regression Analysis- Role of Personality of Nurses

	Sum of Squares	df ^a	Mean Square	F ^b	Sig. ^c
Regression	86.785	4	24.181	0.713	0.000 ^b
Residual	12310.518	421	33.989		
Total	12407.048	425			

Source: Statistically analyzed data

Note: ^aDegrees of Freedom, ^bF-Statistic, ^cSignificance

Table 4 presents the ANOVA results of the regression analysis conducted to examine the influence of the role of personality on the dependent variables considered in the study, namely employee performance and well-being of nurses. The regression sum of squares is 86.785, while the residual sum of squares is 12,310.518, with a total sum of squares of 12,407.048.

The calculated F-value is 0.713, and the corresponding significance value is 0.000, which is statistically significant at the 1 per cent level. Since the significance value is less than the accepted level of significance ($p < 0.01$), the regression model is found to be statistically significant.

This result indicates that the role of personality has a significant influence on employee performance and well-being of nurses working in private hospitals. The findings suggest that personality-related attributes such as emotional stability, adaptability, responsibility, and interpersonal orientation meaningfully contribute to variations in nurses' performance and well-being.

Therefore, the null hypothesis stating that the role of personality does not significantly influence employee performance and well-being is rejected. The study confirms that personality plays an important role in shaping how nurses manage work demands, engage in multitasking behavior, and maintain their well-being in a demanding healthcare environment.

Table:5. Regression Analysis- Significance- Role of Personality of Nurses

Particulars	Unstandardized Coefficients		Standardized Coefficients	t ^a	Sig. ^b
	B	Std. Error	Beta		
(Constant)	63.017	3.349	-	7.468	0.039*
FMB	0.067	0.068	0.037	3.753	0.010*
FWD	0.087	0.057	0.025	2.045	0.000**
FEP	0.034	0.076	0.067	8.346	0.023**
FEW	0.076	0.098	0.099	1.279	0.001**

Source: Statistically analysed data

Note:^aT-Statistic, ^bSignificance

(FMB refers to Factors behind Multitasking Behavior, FWD refers to Factors behind Work Demands, FEP refers to Factors behind Employee Performance, FEW refers to Factors behind Employee Well-Being)

Table 5 presents the regression coefficients showing the significance of independent variables—multitasking behavior (FMB), work demands (FWD), employee performance (FEP), and employee well-being (FEW)—in explaining the role of personality of nurses working in private hospitals.

The constant value of 63.017 is statistically significant ($t = 7.468, p < 0.05$), indicating a strong baseline effect of personality-related factors on the dependent construct even in the absence of predictor variables.

Among the independent variables, multitasking behavior (FMB) has a positive unstandardized coefficient ($B = 0.067$) with a significant t-value of 3.753 ($p < 0.05$). This indicates that an increase in multitasking behavior is associated with a positive change in personality-related outcomes, suggesting that nurses with adaptive personality traits are better able to manage multitasking demands.

Work demands (FWD) also show a positive and highly significant influence ($B = 0.087, t = 2.045, p < 0.01$), implying that personality traits play an important role in helping nurses cope with increased workload and role pressure in private hospitals.

Further, employee performance (FEP) exhibits a positive and statistically significant effect ($B = 0.034, \beta = 0.067, t = 8.346, p < 0.01$). This indicates that stronger personality attributes such as responsibility, emotional stability, and motivation are closely associated with higher levels of employee performance. Similarly, employee well-being (FEW) shows a positive and significant relationship ($B = 0.076, \beta = 0.099, p < 0.01$), highlighting that nurses with positive personality traits experience better psychological and emotional well-being despite demanding work conditions.

The regression results confirm that multitasking behavior, work demands, employee performance, and employee well-being significantly contribute to the role of personality of nurses. Hence, the null hypothesis stating that these variables do not significantly influence the role of personality is rejected. The findings emphasize the importance of considering personality factors in recruitment, training, and stress management programs to enhance both performance and well-being of nurses in private hospitals.

Findings of the Study

The one-way ANOVA results reveal a significant difference between the factors influencing employee performance and the factors influencing employee well-being of nurses. This indicates that although



performance and well-being are related, they are driven by distinct underlying factors and require separate managerial attention. The inter-correlation analysis shows a strong and positive relationship among role of personality, multitasking behavior, work demands, employee performance, and employee well-being. This suggests that these variables are interdependent and collectively influence nurses' effectiveness and psychological health.

Multitasking behavior is found to be highly correlated with work demands, indicating that increased workload and role pressure compel nurses to engage in multitasking activities in private hospitals. The regression model demonstrates that the role of personality explains a substantial proportion of variance (80.5%) in employee performance and well-being, highlighting personality traits as a key predictor in managing work-related challenges.

The ANOVA results of the regression confirm that the role of personality has a statistically significant impact on employee performance and well-being, validating the overall regression model. Regression coefficient analysis indicates that multitasking behavior, work demands, employee performance, and employee well-being significantly influence the role of personality of nurses. Among these, employee performance and employee well-being show a relatively stronger contribution.

The findings collectively reveal that nurses with adaptive personality traits are better equipped to manage multitasking behavior and work demands, leading to improved performance and enhanced well-being.

Suggestions of the Study

Based on the findings of the study, the following suggestions are proposed to improve employee performance and well-being of nurses in private hospitals:

Hospital management should design separate and targeted strategies for improving employee performance and enhancing well-being, as both are influenced by different sets of factors. Workload and multitasking demands should be carefully monitored. Adequate staffing levels and proper task allocation can reduce excessive multitasking and prevent burnout among nurses. Recruitment and placement policies should consider personality traits such as emotional stability, adaptability, and stress tolerance to ensure better role fit in high-pressure nursing environments. Hospitals should provide training programs on time management, stress management, and multitasking skills to help nurses cope effectively with work demands. Management should implement employee well-being initiatives, including counseling services, wellness programs, and adequate rest periods, to support nurses' psychological and emotional health. Performance appraisal systems should recognize both task efficiency and well-being outcomes, encouraging sustainable performance rather than excessive work pressure. Creating a supportive and participative work environment with open communication and supervisory support can strengthen nurses' ability to manage job demands and improve overall performance.

Conclusion

The present study provides valuable insights into the relationship among employee performance, well-being, role of personality, multitasking behavior, and work demands of nurses working in private hospitals in Tirunelveli District. The findings clearly establish that employee performance and employee well-being, though closely related, are influenced by distinct sets of factors, emphasizing the need for a balanced and holistic management approach.

The study concludes that sustainable employee performance in private hospitals cannot be achieved without prioritizing nurses' well-being. Excessive multitasking and work demands, if not managed effectively, may undermine long-term performance and health outcomes. Therefore, private hospital management in Tirunelveli District must focus on optimizing workload distribution, supporting positive personality development, and implementing comprehensive well-being initiatives. By fostering a supportive work environment and recognizing the human aspects of nursing, hospitals can enhance both employee performance and quality of patient care, ensuring organizational effectiveness and long-term sustainability.

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