

Date Published 10-1-2005

## Individual and Team Behaviors: Exploring the Role of Esprit de Corps

Drue K. Schuler  
*St. Cloud State University*

Paula S. Weber  
*St. Cloud State University*

Follow this and additional works at: <https://openspaces.unk.edu/mpjbt>



Part of the [Business Commons](#)

---

### Recommended Citation

Schuler, D. K., & Weber, P. S. (2005). Individual and Team Behaviors: Exploring the Role of Esprit de Corps. *Mountain Plains Journal of Business and Technology*, 6(1). Retrieved from <https://openspaces.unk.edu/mpjbt/vol6/iss1/9>

This Conceptual Work is brought to you for free and open access by OpenSPACES@UNK: Scholarship, Preservation, and Creative Endeavors. It has been accepted for inclusion in Mountain Plains Journal of Business and Technology by an authorized editor of OpenSPACES@UNK: Scholarship, Preservation, and Creative Endeavors. For more information, please contact [weissell@unk.edu](mailto:weissell@unk.edu).

# INDIVIDUAL AND TEAM BEHAVIORS: EXPLORING THE ROLE OF ESPRIT DE CORPS

DRUE K. SCHULER & PAULA S. WEBER  
ST. CLOUD STATE UNIVERSITY

## ABSTRACT

As the traditional forms of organization migrate to increasing use of team structures, the antecedents, consequences, and interaction between individual and team behaviors becomes more important. This research explores the concept of esprit de corps, attempts to provide a definition grounded in several diverse research streams, and suggests that esprit de corps serves as a bridge between individual and team behaviors. A conceptual model is provided and propositions for future research related to the model are discussed.

## I. INTRODUCTION

Echoing throughout management and marketing literature are calls for more work groups and team efforts. Teams have increasingly been reported as a method for improving organizational success (Kirkman and Shapiro, 1997; Nicholls, Lane and Brechu, 1999; Mohrman, Cohen, and Mohrman, 1995; Yan and Louis, 1999). Marketing literature suggests teams for organizing the work of advertising agencies (Doyle, 1993), new product development (Gerwin, 1999), retailing (Martin, 1994; Fox, 1994), personal selling and service delivery systems (Weiland, 1994; Berman, 1993; Kaplann, 1993; Greene, 1993). In the management area, an increase in self-managed work teams and cross-functional integration and have led to an increased emphasis on the successful functioning of teams and work groups and the exploration of team level variables (Crosby, 1984; Dumaine, 1994; Kidwell, Mossholder, Bennett, 1997; Garvin, 1987). Stewart and Barrick (2000) note that teams are a basic building block for many contemporary organizations.

As the traditional forms of organization evolve and migrate to team structures, important questions emerge. What individual behaviors lead to more successful team behaviors? What aspects of individual behaviors are most critical to successful team performance? Research has shown that team interdependence and team autonomy play key roles in team structure (Campion, Medsker, and Higgs, 1993). In this paper, we focus on the interdependence of team members. We argue that esprit de corps plays an essential role in the development of team interdependence. We contend that esprit de corps helps form an essential bridge between individual and team level behaviors. We review the roots of esprit de corps and discuss assumptions that

underlie the concept and its definition. We develop propositions depicting potential relationships between esprit de corps and other important constructs such as organizational citizenship behavior and group cohesion. A conceptual model is proposed identifying esprit de corps as a bridge between individual level and team level behaviors in an organization. The paper concludes with a discussion of implications for theory and practice and a call for empirical research on esprit de corps, its antecedents and consequences.

## **II. CONCEPT OF ESPRIT DE CORPS**

Webster's Third New International Dictionary (Gove, 1964) defines esprit de corps as "the selfless and often enthusiastic and jealous devotion of the members of a group to the group or to its purposes." This captures the personal intensity and depth of feeling present in a team with high esprit de corps. But what distinguishes esprit de corps from other concepts, such as job satisfaction, organizational commitment, and group cohesion? To refine the concept, it is helpful to review prior studies focusing on esprit de corps. Two streams of literature where esprit de corps can be found are military science and organizational studies.

### **1. MILITARY SCIENCE AND ESPRIT DE CORPS**

Esprit de corps generally evokes military associations. Military scholars and historians have long studied the transition of a group of disparate individuals into a cohesive unit able to withstand great pressure while moving forward to achieve a goal. Some of the earliest citations noting esprit de corps date back as far as the late 1800's (Busey, 1897).

Military researchers tend to separate the concepts of esprit de corps and group cohesion. This is done to recognize differing perspectives on the idea of group unity. Blaufarb (1989) treats esprit de corps as an individual level concept, defining it as "...enthusiasm, vigor, dedication, spirit, or devotion felt by an individual toward a cause or a goal" (p. 6).

A team high in esprit de corps is viewed as a collection of individuals who have come together because of their shared values and motivations. In contrast, Blaufarb (1989) argues that cohesion is a group level concept. Cohesion, according to the National Defense University's definition (Johns, et. al. 1984), is "...the bonding together of members of a unit or organization in such a way as to sustain their will and commitment to each other, their unit, and the mission" (p. 9). This tends to imply that the team creates and sustains cohesion.

## 2. ORGANIZATIONAL STUDIES AND ESPRIT DE CORPS

The relationship between esprit de corps and cohesion appears again in the organizational studies literature, although the definition of cohesion is somewhat different than the military definition. In fact, esprit de corps is the fourteenth general principle of management outlined by Henri Fayol (1949) in his seminal book, General and Industrial Management. His broad definition was simply harmony: “Harmony, union among the personnel of a concern, is great strength in that concern. Effort, then, should be made to establish it.” (Fayol p. 40).

Organizational theorists who study cohesion define it more broadly than the definitions previously cited from military scholars or Fayol’s definition. They contend that cohesiveness is based on 1) attraction or affinity to the group and 2) identification with the group and desire to remain part of the group (Kidwell, Mossholder, Bennett, 1997). High cohesion is generally thought to produce positive outcomes for the individual and the organization (Boxx, Odom, and Dunn, 1991; Johnson and Johnson, 1991).

In organizational literature there is continuing confusion about the potential overlap between cohesion and esprit de corps. For example, Stewart and Barrick, (2000) state that teams develop “.... a cohesive team identity that creates esprit de corps and motivates team members ...” (Stewart and Barrick, 2000, p. 138) based on earlier research by Mudrack (1989), and Murnighan and Conlon (1991). Reference to the original sources shows that while both studies address cohesion: Mudrack (1989) in a review of previous studies measuring cohesion; and, Murnighan and Conlon (1991) in a qualitative study of string quartets; neither mentions esprit de corps. It appears these terms have been used interchangeably to discuss the same underlying construct.

A few studies that include the esprit de corps consider it to be part of the psychological climate of an organization (Koys and DeCotiis, 1991). Psychological climate involves the individual’s perceptions of the organization. These perceptions are relatively stable over time, are based on experience, and are shared by organization members (Koys and DeCotiis, 1991). Researchers agree that the climate construct is multi-dimensional but there is little agreement as to the appropriate dimensions. Halpin and Crofts (1963) and Jones and James (1979) argue that esprit de corps is a complete climate dimension in and of itself. Conversely, Koys and DeCotiis (1991) contend that esprit de corps is subsumed into the cohesion dimension of climate. There is general agreement however, that esprit de corps involves individual pride in one’s work and a sense of accomplishment in doing a good job. There is also general agreement that the construct binding the team together at the group level is cohesion.

Our review of the literature identified only a few published studies pertaining directly to esprit de corps. Esprit de corps was addressed directly in the market orientation studies of Kohli and Jaworski (1990) and Jaworski and Kohli (1993). They defined market orientation as the extent to which an organization generates, disseminates, and responds to market intelligence, then developed and tested a model of the antecedents and consequences of market orientation. They proposed that both high esprit de corps and greater organizational commitment were consequences of market orientation. They found significant effects of market orientation on esprit de corps and organizational commitment. That is, both organizational commitment and esprit de corps were shown to be consequences of market orientation. However, their studies did not explore the relationship between commitment and esprit de corps. Their analysis was conducted at the SBU level and did not address the issue of teams.

Gasworks and Kohli (1993) used a seven-item scale to measure esprit. Their items included “team spirit,” “part of a big family,” and “emotional attachment” (p. 68). Boyt, Lusch, and Schuler (1997) measured esprit using nine items, similar to Jaworski and Kohli (1993), but with the addition of two items addressing existence of “common goals” and “common beliefs and values” (p. 22).

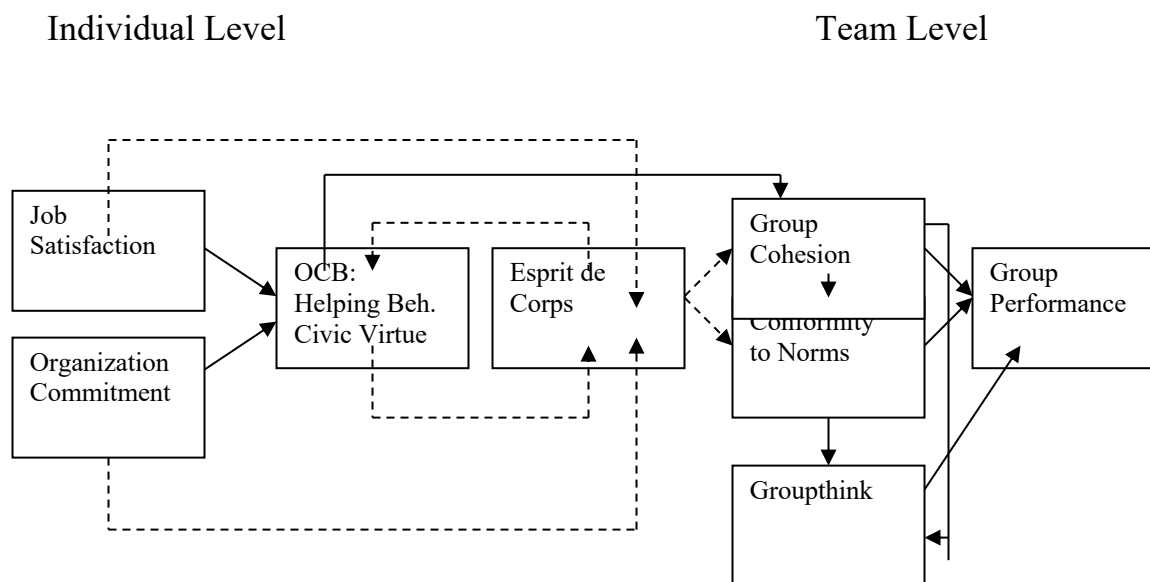
Boyt, Lusch, and Schuler (1997) also studied the effects of bureaucracy on esprit de corps among marketing researchers. They found that a clear chain of command, well-defined procedures, and technical competence among co-workers had significant positive relationships with esprit de corps, while impersonality, lack of task variety, presence of rules, and lack of empowerment were negatively related to esprit. Subjects in this study were asked to answer survey questions based on their work group or department. It was not reported whether the work group functioned as a team or as a group of independent employees in the same location so the results may not be interpreted at the team level.

In summary, esprit de corps is a commonly used term with various implied meanings, and existing literature differs in consideration of the construct. It also appears that different researchers have considered the construct to be at either the individual level or the group level, with no agreement as to which is the most appropriate. It is the opinion of the authors that some of these issues can be clarified by viewing esprit de corps as a bridge between a set of individual behaviors and team behaviors, and this view leads to a series of testable propositions for future research.

### **III. CONCEPTUAL MODEL**

Figure 1 presents a proposed model of esprit de corps and its relationships to other individual and team level constructs.

**Figure 1: Esprit de Corps and Team Performance:  
A Conceptual Model**  
(Dotted lines reflect proposed relationships)



As depicted in the model, esprit de corps forms a critical bridge between individual and team level behaviors. Esprit de corps may be the missing link in the important connection between individual behaviors and team results. This model is the result of attempts to develop a formal definition of esprit de corps that can be used across disciplines. To do this, we first identified specific assumptions about esprit. These assumptions served as a framework for unifying the varying perceptions of esprit de corps. They allow us to more clearly define esprit and facilitate the operationalization and measurement of esprit de corps through propositions for future research. These propositions are represented by dotted lines in Figure 1.

## 1. ESPRIT DE CORPS: DEFINITION AND PROPOSITIONS

We contend that esprit de corps is an individual level construct in that it consists of a set of feelings and beliefs that individuals hold about the team. It is also a team level construct to the extent that most or all of the team members share these feelings and beliefs, and act on them together.

P1: Esprit de corps occurs at the level where an individual interacts with a group of other individuals.

Since esprit de corps is operating at the individual level, it presumes that feelings occur among sets of individuals, regardless of whether they are currently part of a formal team. There are several implications here. The first is that esprit de corps may be evident quickly, even in a newly formed team, since the members may be in agreement about the roles and values of the team. The second is that members of teams can relate to one another as team members even after one or more of them have left the team. Thus, it is possible for an individual to appeal to a sense of esprit de corps in another individual even when one or both are no longer part of the group, as may be seen with alumni of fraternities, sports teams, or members of a disbanded project team.

P2: Esprit de Corps is superordinate to the current composition of the group.

Superordinacy suggests that team members may come and go within the organization with minimal harm to the performance of the team. This might be particularly important for interdisciplinary project teams where members from various areas, such as engineering or market research, are called upon when their expertise is necessary then move on to other tasks. It also may explain some of the attitudes and behaviors demonstrated by former members of military battalions or police departments years after they have been active group members.

P3: Esprit de Corps may be present for an individual at differing levels of intensity for differing teams with which s/he interacts.

This may lead to a conflict when the actions requested by one team are in conflict with the values represented by another. For example, an employer may request that an employee take certain actions that are common in the industry but violate the standards of a professional organization to which the employee also belongs. The employee's differing levels of esprit de corps may contribute to how the employee attempts to resolve the conflict.

P4: Esprit de Corps becomes more intense as the individuals in the team face a threatening atmosphere.

This assumption is implicit in situations of physical threat in combat and underlies the military conception of esprit de corps. Many civilian jobs also carry the possibility of physical harm (fire fighter, police officer, etc.). Other threats may

involve loss of life to a third party (air traffic controller or surgeon), poor health (miner or textile worker), or job loss (in the case of downsizing or merger). Organizational decisions may also result in a threatening atmosphere for some teams.

Combining these assumptions with various components from military and organizational research leads us to the following definition of esprit de corps.

*Esprit de Corps is a psychological state of individuals who are or have been members of a group. It consists of a set of enthusiastically shared feelings, beliefs, and values about team membership and performance, and may manifest itself as a strong desire to achieve a common goal even in a threatening atmosphere.*

Given this definition of esprit de corps, additional propositions can be developed which further refine the proposed relationships between esprit de corps and other individual and team behaviors.

## **2. INDIVIDUAL LEVEL PROPOSITIONS**

The first proposed antecedent to individual esprit de corps is its relationship to job satisfaction. Job satisfaction is defined as the degree to which someone feels positively or negatively about a job (Schermerhorn, 1999). To the extent that an individual feel positively about their job, they are more likely to have a positive psychological feeling towards their team and to enthusiastically support the goals of the team.

P5: The higher an individual's level of job satisfaction, the higher their esprit de corps.

Another related construct is that of organizational commitment. Organizational commitment incorporates identification with the organization, ongoing involvement or compliance with organizational attitudes and behaviors, and internalization of organizational values (Becker, 1992; Blau, Paul and St. John, 1993; Meyer, Bobocel, and Allen, 1991). Organizational commitment has been defined to include two factors: identification with and involvement in the organization (Steers and Porter, 1991). Therefore, higher levels of identification and involvement in the organization should lead to greater levels of shared beliefs and values. Employees with high levels of organizational commitment will demonstrate higher levels of esprit de corps.



Some empirical evidence of a similar relationship was found by Humphreys, Weyant, and Sprague (2003), when they demonstrated a significant positive correlation between both emotional and practical intelligence and employee commitment. They used Luthans (2002) definition of emotional intelligence: “the capacity for recognizing one’s own emotions and those of others” (Humphreys, Weyant, and Sprague, 2003, quoting Luthans). Given our definition of esprit as enthusiastically shared feelings and values, we believe the same relationship would hold.

P6: The higher an individual’s level of organizational commitment, the higher their esprit de corps.

There is also strong empirical evidence that job satisfaction and organization commitment correlate with an individual’s reported level of organization citizenship behavior (Kidwell, Mossholder, Bennett, 1997). Organization citizenship behavior is defined as those behaviors not required by the employee’s job description that are intended to make a positive contribution to the organization (Lepine and Dyne, 2001). Posdakoff and Mackenzie (1994), building on the work of Organ (1988), identified three types of organizational citizenship behaviors: helping behavior, sportsmanship, and civic virtue.

Helping behavior is a composite of four behaviors: altruism - helping a co-worker with a work related problem; courtesy – behaving to prevent workgroup problems from occurring in the first place; peacemaking - heading off conflicts or mediating disagreements; and, cheerleading - encouraging co-workers and applauding their achievements (Posdakoff and Mackenzie, 1994). We argue that helping behaviors will be high in individuals with high esprit de corps. The devotion to the team implied by high esprit de corps will lead to behavior that is perceived to advance team goals and reinforce the individual’s positive feelings about the team.

P7: The higher the level of helping behaviors, the more esprit de corps the individual will demonstrate.

Sportsmanship, another of Organ’s (1988) dimensions of organizational citizenship behavior directed to the organization, as opposed to co-workers, might also be affected. Organ defines sportsmanship as a willingness to tolerate less than ideal conditions without complaint. An employee with high levels of sportsmanship would not take extra breaks and would endure minor

impositions that occur when working with others (Kidwell, Mossholder, Bennett, 1997).

P8: The higher an individual's sportsmanship the more esprit de corps the individual will demonstrate.

### 3. TEAM LEVEL PROPOSITIONS

Since we defined esprit de corps as a set of enthusiastically shared ideas, feelings, and values, it follows that individuals with high esprit de corps will be in agreement with the norms established in the team. Norms reflect team member agreement about desirable and undesirable team behavior (Hackman, 1992).

P9: The higher an individual's esprit de corps, the stronger the individual's level of compliance with group norms.

As the members of the team develop and maintain high levels of esprit de corps, cohesion should increase. Stewart and Barrick (2000) found that high levels of interdependence were related to increased levels of communication and reduced conflict between team members.

P10: The more individuals with high esprit de corps, the more cohesive the team.

In most organizations, economic needs would be perceived as being met by the organization as a whole, but in self-managed work teams, particularly in sales teams, some portion of commissions or bonuses may be tied to group performance. The importance of high levels of esprit de corps is reinforced because team performance is most likely to be improved by a highly cooperative team effort. It is possible that high levels of esprit de corps can lead to higher levels of cohesion with either positive or negative impacts on organizational performance. Schacter, et. al.(1951) found that highly cohesive groups were significantly more or less productive, depending on whether they were pushed to excel or to slow down. More recent research has found that either very high or very low levels of interdependence were associated with higher team performance (Stewart and Barrick, 2000). We contend that teams, formed either for short-term projects or long-term tasks, high esprit de corps will lead to higher team performance.

P11: Higher levels of esprit de corps may lead to higher levels of performance.

Conversely, groupthink, (Janis, 1972) can be seen in highly cohesive teams that operate in isolation, often with a leadership style that discourages open discussion. It may cause a team to come to closure too quickly and to defend an arrived at decision rather than considering new alternatives.

P12: The higher the level of esprit de corps the stronger the probability of groupthink.

In summary, as depicted in the model, we argue that high levels of job satisfaction and organization commitment will lead to increased levels of organizational citizenship behavior (Kidwell, Mossholder, Bennett, 1997) and to higher levels of esprit de corps. In turn, higher levels of esprit de corps manifest themselves at the group level in higher levels of group cohesion and compliance with group norms. Thus, esprit de corps forms a critical bridge between individual and team level behaviors. Esprit de corps may be the missing link in the important connection between individual behaviors and team results. Organizational outcomes one might anticipate from high levels of group cohesion include both improved performance and increased potential for group think.

#### IV. CONCLUSION

Although the concept of esprit de corps has been in existence for over a century, there is scant empirical research on the concept. Much of what has been done has either not been conducted in a team setting, or fails to consider other key team constructs, or lacks supporting empirical evidence. This paper is an initial attempt to promulgate empirical research in this area.

The consequences of esprit de corps may be of critical importance to managers and organization development practitioners as teams and work groups continue to play an essential role in organizational performance. Esprit de corps may be a key element for managers and organization development practitioners to develop and measure in their efforts to build effective teams.

What can be done to foster or improve esprit de corps? Can predictions and conclusions be developed that are useful in the everyday course of business? How can esprit de corps be simply and reliably measured building on the work of Jaworski and Kohli (1993) and Boyt, Lusch, and Schuler (1997)?

If the propositions developed are found to characterize the concept of esprit de corps, then esprit de corps may be as relevant for the development of productive work teams as constructs like organization commitment, cohesion, and organizational

citizenship behavior. Esprit de corps can potentially play a major role in team theory and organization development. As businesses continue to expand levels of cross-functional activities and teamwork, it will become increasingly important to develop highly effective teams. In this regard, we argue that one of the pivotal determinants may be the esprit de corps of team members. Esprit de corps may be an essential intangible resource that helps set one organization above others in the pursuit of its goals.

## REFERENCES

- Becker, T. E. (1992). "Foci and Bases of Commitment: Are they Distinctions Worth Making?". Academy of Management Journal, 35 (1): 232-244.
- Berman, S. J. (1993). "Midland Savings uses Team Proposal Systems as the Fast Track to Productivity, Quality, and Employee Involvement". Employment Relations Today: 419-424.
- Blaufarb, P. N. (1989). Air Force Officer Cohesion. Air War College Research Report, Maxwell Air Force Base, Alabama.
- Blau, G., Paul A., and N. St. John. (1993). "On Developing a General Index of Work Commitment". Journal of Vocational Behavior, 42: 298-314.
- Boxx, W. R., R.Y. Odom, and M.G. Dunn. (1991). "Organizational Values and Value Congruency and their Impact on Satisfaction, Commitment and Cohesion". Public Personnel Management 20 (1): 195-205.
- Boyt, T. E., R. F. Lusch, and D. K. Schuler. (1997). "Fostering Esprit de Corps in Marketing". Marketing Management, 6 (1): 20-28.
- Busey, S.C. (1897). The Organization, High Esprit de Corps, High Standard of Education, and Scientific Attainments of the Army Medical Department. Washington, D.C.: Gibson, Bros.
- Campion, M.A., G. J. Medsker, and A. C. Higgs. (1993). "Relations Between Work Group Characteristics and Effectiveness: Implications for Designing Effective Work Groups". Personnel Psychology, 46: 823-850.
- Crosby, Philip B. (1984). Quality without Tears. (New York: McGraw-Hill Book Co.).

- Doyle, K. (1993). "Motivating on Madison Avenue". Incentive (February): 41-43.
- Dumaine, B. (1994). "The Trouble with Teams". Fortune (September 5), 86-92.
- Fayol, H. (1949). General and Industrial Management. (London: Sir Isaac Pitman and Sons, Inc.)
- Fox, B. (1994). "Teams, not Titles: Federated Systems Group Reengineers". Chain Store Age Executive (September): 49-50.
- Garvin, D. A. (1987). "Competing on the Eight Dimensions of Quality". Harvard Business Review (November-December): 101-109.
- Gerwin, D. (1999). "Team Empowerment in New Product Development". Business Horizons, 42(4): 29-37.
- Greene, C. (1993). "Teaming up for Success". Association Management (July): 32-37.
- Gove, P. B., ed. (1964), Webster's Third New International Dictionary. Springfield, MA: G. and C. Merriam and Co.
- Hackman, J. R. (1992). "Group Influences on Individuals in Organizations". In Handbook of industrial and organizational psychology. Eds. M.D. Dunnette and L. M. Hough. 3: 199-268. Palo Alto, CA: Consulting Psychologists Press.
- Halpin, A. W., and D. B. Croft. (1963). The Organizational Climate of Schools. (Chicago: Midwest Administration Center, University of Chicago).
- Humphreys, J. H., L. E. Weyant, and R. D. Sprague (2003). "Organizational Commitment: The Roles of Emotional and Practical Intellect within the Leader/Follower Dyad". Journal of Business and Management, 9 (Spring): 189-202.
- Janis, I. L. (1972), Victims of Groupthink; a Psychological Study of Foreign-policy Decisions and Fiascos. Boston: Houghton-Mifflin.
- Jaworski, B. J., and A. K. Kohli. (1993), "Market Orientation: Antecedents and Consequences". Journal of Marketing, 57 (July): 53-70.
- Johns, J. H., et. al. (1984), Cohesion in the U.S. military. Washington, DC: National Defense University Press.

Johnson D. W. and F. P. Johnson. (1991). Joining together: Group Theory and Group Skills. (Englewood Cliffs, NJ: Prentice Hall).

Jones, A. P. and James L. R. (1979). "Psychological Climate: Dimensions and Relationships of Individual and Aggregated Work Environment Perceptions". Organizational Behavior and Human Performance 23: 201-250.

Kaplan, C. (1993). "Defect Prevention saves Millions". Quality (October): 51-52.

Kidwell, R.K., Jr., K. W. Mossholder, and N. Bennett, N. (1997). "Cohesiveness and Organizational Citizenship Behavior: a Multi-level Analysis using Work Groups and Individuals". Journal of Management, 23(6): 775-794.

Kirkman, B.L., and D. L. Shapiro. (1997). "The Impact of Cultural Values on Employee Resistance to Teams: Toward a Model of Globalized Self-managing Work Team Effectiveness". Academy of Management Review, 22:730-757.

Kohli, A.K., and B. J. Jaworski. (1990). "Market Orientation: the Construct, Research Propositions and Managerial Implications". Journal of Marketing, 54 (2): 1-18.

Koys, D., and T. DeCotiis. (1991). "Inductive Measures of Psychological Climate". Human Relations 44 (3): 265-285.

Lepine, J.A., and L. V. Dyne. (2001). "Peer Responses to Low Performers: an Attributional Model of Helping in the Context of Groups". Academy of Management Review, 26(1): 67-84.

Luthans, F. (2002). "Positive Organizational Behavior: Developing and Managing Psychological Strengths". Academy of Management Executive, 16, 57-65.

Martin, J. E. (1994). "Unleashing the Power in your People". Arthur Andersen Retailing Issues Letter (September): 1-5.

Meyer, J. P., D. R. Bobocel, and N. J. Allen. (1991). "Development of Organizational Commitment during the First Year of Employment: A Longitudinal Study of Pre- and Post Entry Influences". Journal of Management, (4): 717-733.

Mudrack, P.E. (1989). "Defining Group Cohesiveness: a Legacy of Confusion?". Small Group Behavior, 20: 37-49.

Mohrman, S.A., S. G. Cohen, and A. M. Mohrman. (1995). Designing Team-based Organizations: New Forms for Knowledge Work. San Francisco: Jossey-Bass.

Mudrack, Peter E. (1989). "Group Cohesiveness and Productivity: A Closer Look". Human Relations, 42 (9): 771-785.

Murnighan, J.K. and D. E. Conlon. (1991). "The Dynamics of Intense Work Groups: A Study of British String Quartets". Administrative Science Quarterly, 36: 165-186.

Nicholls, C.E., H. W. Lane, and M. B. Brechu. (1999). "Taking Self-Managed Work Teams to Mexico". Academy of Management Executive, 13(3): 15-25.

Organ, D. W. (1988). Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books).

Posdakoff, P. M., and S. B. Mackenzie. (1994), "Organizational Citizenship Behaviors and Sales Unit Effectiveness". Journal of Marketing Research 21 (Aug): 351-363.

Schachter, S., N. Ellertson, K. McBride, and D. Gregory. (1951). "An Experimental Study of Cohesiveness and Productivity". Human Relations, 4, 229-238.

Schermerhorn, J.R. Jr. (1999). Management. New York, NY: John Wiley and Sons, Inc.

Steers, R.M., and L. W. Porter. (1991). Motivation and Work Behavior. New York: McGraw-Hill, Inc.

Stewart, G.L., and M. R. Barrick. (2000). "Team Structure and Performance: Assessing the Mediating Role of Intrateam Process and the Moderating Role of Task Type". Academy of Management Journal, 42(2), 135-148.

Weiland, R. (1994). "Esprit de Corps". Successful Meetings (June): 48-55.

Zeithaml, V. A., L. L. Berry, and A. Parasuraman. (1988). "Communication and Control Processes in the Delivery of Service Quality". Journal of Marketing 52 (April): 35-48.