

Successful team management in the means of increasing team performance and the work environment

Bachelor Thesis for Obtaining the Degree
Bachelor of Science in
International Management

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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Abstract

Topic: Successful team management in the means of increasing team performance and the work environment

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Content: The increasing complexity in business operations places higher demands on everyone involved, making efficient teamwork essential, in order to face the complexity within modern day work environments.

This thesis intended to examine how to successfully manage a team by improving its performance and the work environment simultaneously. Whereas the main aim was to determine whether the collective use of several motivational and self-management methods together with hormonal triggering positively impacts team performance and the work environment.

Qualitative research in form of semi-structured interviews with experts in the fields of team-management and biochemistry was practiced. This was done in order to gain a more in-depth understanding about team management and hormonal triggering as well as on the impact both areas are having on team performance and the work environment. In addition, a thorough literature review was carried out.

The findings of the research spotlight the significance of effective communication both top-down and bottom-up as essential. Furthermore, creating clarity and transparency among team members proved to be crucial towards successful team management. Thereupon, it is important to create a space in which employees are able to exchange constructive and trustworthy information, as this makes the collection of high-quality information feasible, which can be used to further motivate employees. As of the hormonal triggering, a workplace must be designed in such a way that it naturally triggers the release of such.

Future research should investigate whether there is a link between an increase in team performance and the work environment. Additionally, no literature was found that examined the impact of hormones on team performance. Likewise, Cortisol and its short-term impact on social environments has to be further determined.

Supervisor: Eva Aileen Jungwirth-Edelmann, MA

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List of Abbreviations

SDT Self-Determination Theory

EI Emotional Intelligence

1 Introduction

1.1 Motivation and Cognitive Interest

The evolutionary biological success of humans is based on cooperation (Lesch & Kamphausen, 2016). However, evolution is a slow process, implying that biological structures within the human body still are similar to the inner structures of humans that lived thousands of years ago. As of today, the human brain still works the same way as it did 10.000 years ago. Thus, it is well adapted to the requirements of a hunter and collector's society, which lived in a small group of people (China & Schoemen, 2017). During these times, people within that group were dependent on each other as the belonging to a group implied security and survival (Lesch & Kamphausen, 2016). Everything outside of the group had the potential to cause harm or even death. This gives the terms "We" and "the others" a very original meaning that is still effective in principle to this day (China & Schoemen, 2017). However, the social conditions of human coexistence have changed fundamentally. Former clans and tribes with a couple of dozens of members grew into nations with several million members (ibid.).

In addition to that, the steady growing coalescence of the modern world e.g. globalization together with the digitalization of the working environment and the thereby correlating upheavals are leading towards an increasing complexity in business operations as well as to a rise in demands and requirements on either an individual or communal level, which consequently overwhelms the human brain (ibid.). As a logical consequence, psychological diseases such as burn-out, stress-disorder and depression among the population pile up (ibid.). An example therefore would be the increase in psychological illnesses from the 1970's to the year of 2015. In the 1970's two percent of medical certified sick days were based on psychological diseases, while in 2015 the number reached up to 15 percent, resulting to an increase of 700 percent (ibid.). All in all, the stresses and strains within the working life are rising to a level in which an individual cannot fulfill the demands over longer periods in time (ibid.).

According to Simon Sinek, former clans and tribes are represented in nowadays organizations (2014). It is therefore of great importance to accomplish the successful

creation of a “We” among people working within a modern organization by focusing on smaller groups, embarking on the original conditioning of human brains (China & Schoemen, 2017).

Consequently, making the efficient corporation among people essential, as teamwork opens up more perspectives and opportunities to efficiently face the complexity within modern day work environments. However, the best management theories lose their effectiveness if the human component is not being clearly understood and considered. It is more important than ever to focus on the human factor within developing a team management strategy, both on a psychological and biochemical level, as the two directly impact individual performance as well as team performance (Sinek, 2014).

Therefore, this research tries to focus on developing a management theory which examines several individual motivational forces among team members by exclusively looking at the psychological aspects and how to use them to improve team performance at first. Secondly, several self-management theories and aspects are being evaluated, as it is important to not only understand how to motivate people but to show them, how to do that by themselves in order to be more efficient as a team. Especially in an overcrowded, overstrained and overly complex world, people have to learn to focus on themselves in new ways (Horx, cited in China & Schoemen, 2017).

Lastly, the biochemical structure of people is important to consider, as it is subconsciously controlling individual behavior and therefore influences the corporation between people within a team. It is scientifically proven that the human body releases certain hormones as reactionaries to the environment a person is moving in, which either positively or negatively impact their social behavior as well as their performance in a cooperative scenario among others (Sinek, 2014). Within this study several hormones are being determined which either have positive or negative impacts on team performance as well as on how to trigger or avoid the release of such. By creating an environment that embarks on the release of hormones that have a positive impact on social behavior, organizations can ensure effective teamwork and thus higher efficiency (ibid.).

Consequently, it is of great benefit to understand the concepts behind a successful team management strategy, not only to improve team performance but to create a work environment in which it is easy for employees to achieve common and individual goals. Therefore, the focus of this thesis lies on identifying several individual motivational forces and self-management theories as well as on considering the human biochemical structure to boost team performance and simultaneously contribute to the construction of a psychological work environment which promotes the achievement of common and individual goals of everyone involved.

This will not only positively impact team performance but also boost people's social capabilities, which is of great benefit in times where mandated social distancing due to the Covid-19 pandemic causes a rising impersonality and a loss of a sense of community among people (Sikali, 2020). That being said, this study mainly focuses on improving people's professional lives, however it also shows ways on how to improve social capabilities, thus positively impacting their personal lives.

1.2 Outline of the Thesis

The following section covers the main aim and secondary aims of the study as well as several research questions and the hypothesis.

1.2.1 Aim and Secondary Aims of the Bachelor Thesis

The main aim of this Bachelor Thesis is to determine several individual motivational and self-management methods as well as on considering the human biochemical structure to boost team performance and simultaneously contribute to the construction of a psychological work environment which promotes the achievement of common and individual goals of every team member.

The secondary aims of this research serve as milestones within a step-by-step process towards answering the main aim. Therefore, the secondary aims are stated in the following:

- 1) To provide information about individual motivational and self-management methods as well as to gain deeper insights into their impact on team performance and the work environment
- 2) To determine human biochemical structures, more specifically the release of certain hormones that either have a positive or negative impact on social behavior among members of a team and the circumstances of either triggering or avoiding the release of such
- 3) To examine the impact on the work environment and team performance with respect to the hormonal release
- 4) To summarize the overall impact of individual motivational factors, self-management theories and biological structures in the form of hormones on the work environment and team performance

Despite the fact that the theoretical components of the study provide an extensive amount of information about the variables under examination, particular importance is given to experts within each area of interests and their opinions conducted via interviews.

1.2.2 Research Question and Hypothesis

Referring to the theoretical part of the study, the thesis aims to answer the following research questions:

- Why is it of significance to consider individual motivational factors and their impact on team performance and the work environment?
- What role does self-management play in connection with team performance and the work environment?
- What role do the circumstances play when it comes to the release of hormones and is it possible to voluntarily trigger or avoid the release of them to positively impact team performance and the work environment accordingly?

- How does the combination of individual motivational factors, self-management theories and hormonal triggering impact team performance and the work environment?

Therefore, established on the information provided and the upon stated research questions, the following hypothesis has been formulated:

Hypothesis:

'The collective use of motivation and self-management methods together with hormonal triggering, positively influences team performance and the work environment.'

1.3 Limitations

Although the research has been conducted thoroughly, several limitations need to be taken into account when concluding the results.

To begin with, there is little academic literature that provides information about the impact of the collective use of individual motivational forces with self-management theories and hormonal triggering on team performance and work environment. This research gap will be minimized through interviewing experts in the fields of interest. Moreover, the limited access to existing literature such as journal articles or books used as secondary data for the literature review remains to be a limitation.

Another limitation is the complexity of the human psyche and its understanding, implying that the developed strategy might not be of success regarding some people involved. Furthermore, the individual biochemical structures remain to be a limitation to the success of the study as the amount of hormonal release varies among people, leading towards different perceptions among each individual. Therefore, an environment is to be created that maximizes team performance among most team members as it cannot be guaranteed that all members perceive it the same way.

Additionally, time is another limitation to the study as it is limited and therefore impacts the detail of the research. This influence of such however is minimized by a very detailed and logical structure of the study. Furthermore, the primary data collection done via interviews of experts is a limitation as human errors need to be

taken into consideration. Nevertheless, the results are going to be compared with existing literature and other expert opinions in order to be able to generalize the findings. Moreover, the lack of knowledge within the biochemical area might cause several misunderstandings as it is not related to International Management precisely. In general, not being an expert is another limitation as patterns in logic cannot be recognized as easily and lead towards information bias. This impact will be reduced by a critical analysis and through the interviews of experts.

Lastly, the Covid-19 pandemic and the circumstances it is causing is another limitation as social contact is to be avoided. Therefore, getting access to experts is harder than it used to be. Also, conducting interviews is riskier if done in person. Due to that, the interviews will be conducted online. However, the study is dependent on the availability of experts, which lead towards another limitation. The potential risk is being minimized by early planning and scheduling of several contingency meetings with the experts. Furthermore, several contingency candidates are selected to reduce the risk of having a lack of data due to fallouts of certain interviewees.

2 Literature Review

The following literature review analyses motivation, several motivational theories and methods together with self-management approaches and their impact on team performance and the work environment. Furthermore, the human biochemical conditioning is being taken into consideration, special focus is put on several hormones that either benefit or harm performance of individuals and therefore impact the work environment either positively or negatively. Thereupon it is important to understand what is to be understood by performance and the work environment.

The work environment is divided into two sections namely the physical and the non-physical work environment. Whereas the physical work environment is defined as all physical states encompassing the workplace which impact the performance of people at work directly and indirectly (Sdarmayanti cited in Putri et al., 2019). The non-physical work environment consists out of all states that are associated with work relations among people working for an organization (ibid.). Thus, also having either favorably or unfavorably outcomes related to employee performance (Gunaseelan & Ollukkaran, 2012).

Accordingly, employee performance is defined as is the outcome of work in quantity and quality attained by an employee in doing his or her job with respect to the responsibility provided to the employee (Bintoro & Daryanto, cited in Putri et al., 2019). In other words, performance demonstrates the degree of how well an employee meets the demands of a job (Putri et al., 2019).

Respectively, the quality of the work environment impacts the motivation of employees and therefore their performance (Gunaseelan & Ollukkaran, 2012).

2.1 Motivation

According to Shahzadi et al., a manager's responsibility within the workplace is to achieve certain goals by relying on his or her employees (2014). These goals can be attained if two things happen at the same time. That being the cooperation and co-ordination of people working together.

- **co-operation** which includes all types of interactive, collective and favoring actions done by two or more persons (Richerson et al., 2003).
- **co-ordination**, the issue in handling the multiple scopes of freedom associated with a specific activity (Turvey, 1990).

Therefore, making the effective use of motivational factors within team management an essential component, managers need to have (Kajanova, 2008).

In general, Motivation is defined as "the set of psychological processes that cause the initiation, direction, intensity, and persistence of behavior" (Fey, cited in Hedlund et al., 2010, p. 145). Whereas employee motivation is to be understood as the representation of the extent to which an organization's employees are driven by creativity, vitality and commitment at their workplace (Shahzadi et al., 2014). Thus, making motivation itself unquestionably very broad (Dobre, 2013). Moreover, the concept of motivation involves several other disciplines and is therefore very complex and hard to comprehend (Shahzadi et al., 2014). That is one of the main reasons why the use of motivation, especially employee motivation within an organization remains to be a problem, as it seems to be malpracticed and unefficiently used up to this point (Dobre, 2013).

To best understand and apply motivation, managers need to consider and comprehend human nature itself (Shahzadi et al., 2014). By doing so, managers can establish an effective and motivating environment within the workplace that boosts employee performance and consequently team performance resulting into an overall growing efficiency of the organization (Bessell et al., 2002). However, in order to do so, managers need to comprehend the different types of motivation. Whereby motivation can either be intrinsic or extrinsic in nature (Kuvaas et al., 2017).

2.1.1 Intrinsic Motivation

Intrinsic motivation is known as the eagerness to execute an activity out of self-interest and enjoyment while performing it (Deci et al., cited in Kuvaas et al., 2017). In other words, it can be understood as the motivation without financial payments (Kuvaas et al., 2017), and is rather based on intangible rewards such as recognition or the strive for achievement for instance, of which both are part of the fourth stage within Maslow's hierarchy (Shahzadi et al., 2014). Consequently, this form of motivation is considered to be quintessentially autonomous (Buil et al., 2019). Intrinsically motivated people execute tasks for the positive sentiments, generated by the execution of the task given and thereupon show interest, search for new individual motivations or stimulations and work to ace ideal challenges (Deci & Ryan, cited in Buil et al., 2019). In fact, people tend to be more sophisticated, enthusiastic and passionate within the workplace, which results into them being more interested and adopting different and more creative ways of thinking and problem solving (Hon; Gagné & Deci, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020). Whereas an increase in interest leads towards a rise in performance (Deci & Ryan, cited in Buil et al., 2019). This is also stated by Kuvaas et al., as intrinsic motivation clearly impacts the work performance positively and is negatively associated with less fortunate events such as psychological illnesses for instance (2017). Likewise, it is mentioned that intrinsic motivation is also associated with causing an enhanced psychological well-being and better learning outcomes among people (Ryan & Deci, cited in Buil et al., 2019). One other thing is that intrinsic motivation boosts and intensifies teamwork among employees (Buil et al., 2019). In expansion to that, intrinsic motivation can operate as a substitute to leadership, driving people working for an organization not to require an additional boost of encouragement to create conclusive attitudes (Ohana, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020).

For all of those reasons, it is decisive to determine which factors facilitate intrinsic motivation (Buil et al., 2019). Discoveries affirm that in the event that individuals feel that their needs for competence and independence are fulfilled, they will be more naturally spurred (ibid.). This is in compliance with past ponders, which moreover affirmed that encounters of competence and autonomy are major supporters to satisfaction, amusement and motivation (Przybylski et al., 2010; Tamborini et al.,

2010, cited in Buil et al., 2019). Furthermore, constructive criticism is essential for people to establish an impression for competence as they get informed about their performance and can act or develop accordingly (Csikszentmihalyi, cited in Buil et al., 2019). Additionally, other components that influence people's seen competence incorporate the difficulty of the assignment or goal setting and its corresponding need (Eseryel et al., cited in Buil et al., 2019). Even though intrinsic motivation is considered to be occurring autonomously within each individual, it can still be improved (ibid.). This can be done by implementing strategies that are greater in flexibility. Moreover, rewards need to be constructed in a manner so as to supply effective and useful input, instead of to control one's behavior (ibid.). As you can see, establishing constructive feedback mechanisms contribute towards the satisfaction of both needs, being the need for autonomy and competence and subsequently increase intrinsic motivation (ibid.).

2.1.2 Extrinsic Motivation

Extrinsic motivation is defined as the eagerness to execute an activity in order to benefit of worthwhile outcomes or to steer clear of negative and bleak consequences (Deci & Ryan, cited in Kuvaas et al., 2017). For the most part, extrinsic motivation is related to tangible incentives such as receiving money (ibid.). Other scholars refer to extrinsic motivation as the performance of an activity that is essentially conditional upon the achievement of certain results which are distinct from the activity on its own (Legault, 2016). Therefore, extrinsic motivation is instrumental in its essence (ibid.). Thereupon, extrinsic motivation is argued to be of great importance in order to motivate and keep the workforce (Amdan et al., 2016). Furthermore, Komaki states that extrinsic reinforcements for instance do alter the work environment as punctuality, participation, efficiency and quality of work increases (Komaki cited in Bateman & Crant, 2003). However, several academics argue that the application of extrinsic motivational methods is related to unfavorable results such as anxiety for instance (Levesque et al., 2010). In addition, another research has shown that forms of extrinsic motivation are either partly associated or not related at all to positive results when talking about beneficial employee outcomes such as an increase in their work performance. While extrinsic motivation has been persistently associated with

negative outcomes such as psychological illnesses and therefore shrinking performance (Kuvaas et al., 2017).

On the contrary, self-induced constructs of extrinsic motivation promote positive events. These include an increase in well-being and performance for example (Levesque et al., 2010). However, this depends on the extent of autonomy, whereas extrinsic motivation shifts autonomous when being internalized and integrated (Deci, 2004). Internalization consists out of two types, being introjection and integration. Introjection means acting after a prior and external regulated force or implied value, however thus not being accepted by the individual as its own driver (Deci et al., 1994). Integration means that a regulation is being incorporated as one's self-driving force (ibid.). Whereas introjection leads towards the sense of being controlled, while integration leads towards a sense of autonomy (ibid.).

Therefore, kinds of regulation vary within their corresponding autonomy, meaning that external ones are the least self-governing kind of extrinsic motivation. In contrast, integrated regulations are the most autonomous (Ryan, 2009; Buil et al., 2019). That has been also said by Jennifer et. al., where autonomous motivation directly impacts positive events while controlled motivation has negative influences (Brunet et al., 2015). This is in line with the organismic integration theory of the self-determination theory (ibid.).

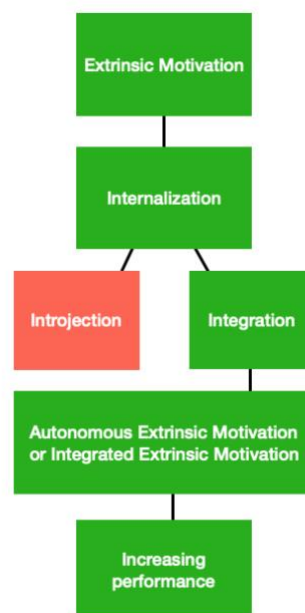


Figure 1: Development of extrinsic motivation into integrated extrinsic motivation

Source: Brunet et al., 2015

Therefore, if extrinsic motivation is being internalized through integration, it becomes autonomous and consequently impacts team performance positively (Ryan, 2009). Correspondingly, integrated extrinsic motivation can be offset within a work environment that is collectively and socially nurturing and encouraging (ibid.). People need to be listened too and their point of views must be considered and appreciated. Furthermore, people should be given more independence when it comes to problem solving (Deci, 2017).

Nevertheless, intrinsic motivation has a greater impact on performance compared to extrinsic motivation (Kuvaas et al., 2017).

2.2 Motivation and Self-Management Methods

2.2.1 Maslow's hierarchy of needs

In the year 1970, Abraham H. Maslow created a framework to contribute to the fundamental understanding of human motivation and development (Mathes, 1981).

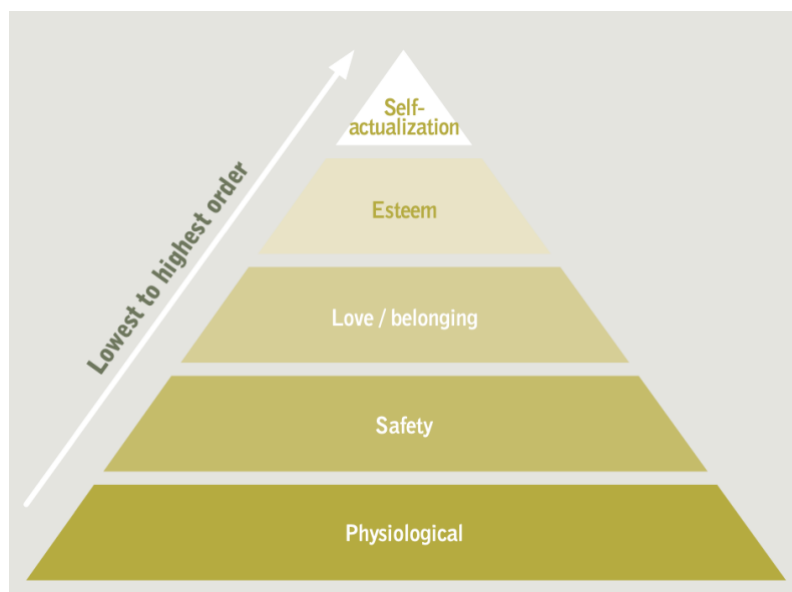


Figure 2: Maslow's hierarchy of needs

Source: Sardi & Bowen, 2011

Within Maslow's hierarchy of needs, five basic human goals, also considered as needs, are listed in a hierarchical order from the most pivotal to the most developed (Maslow, 1943). Moreover, the author argues that the needs at the bottom of that hierarchy have to be satisfied first, in order to be able to move up the hierarchy

(Rutledge, 2011). In other words, once a set of goals is satisfied, other more developed goals emerge. According to Maslow, that process happens within the hierarchical order as provided in Figure 2 above (Notemeyer et al., 2012). Accordingly, the instinct of survival is one of the biggest drivers of a human brain and consequently overrides any other need (Rutledge, 2011). Due to that reason, it is hardly surprising that the most fundamental psychological and biological needs such as the need for air, water, food, shelter, sex, rest and health for instance build the first stage within Maslow's hierarchy (Sadri & Bowen, 2011; Rutledge, 2011).

The second stage addresses the need for safety, present on both the physical and/or psychological level (Sadri & Bowen, 2011). This includes the seek for protection, security, stability, order, law and freedom from fear (McLeod, 2020).

The needs for love and belongingness make up the third level within the hierarchy and can also be considered as the social level. Whereas, friendship, intimacy, trust, being loved, acceptance for instance is desired (ibid.).

The fourth is the need for esteem, which can be seen as a more egoistic set of needs as it includes the striving for achievement, dignity, independence and reputation for example (ibid.).

Self-actualization is the last level within the hierarchy and is mainly build around the desire of personal advancement and contentment (ibid.).

Pamela Rutledge however argues that Maslow's hierarchy of needs misses an essential link towards the attainment of each of the five goals (2011). Hence, Maslow is lacking the importance of social connection and teamwork (ibid.). The author criticizes that without collaboration humans would be long extinct as tasks such as hunting in combination with childcare could not be done individually to a certain extent and over a longer period in time. Without teamwork, even the basic needs at the very bottom of Maslow's hierarchy could not and still cannot be satisfied (ibid.). This is also discussed by Lesch and Kamphausen, who argue that cooperation is as important as competition within the human evolutionary success (2016). Therefore, making human connection and collaboration an imperative for survival (ibid.), on both a physical as well as a psychological level (Rutledge, 2011).



Figure 3: Maslow's model rewired

Source: Rutledge, 2011

Subsequently, needs cannot be stratified (Rutledge, 2011). They are vigorous and dynamic as well as correlative (ibid.). Therefore, a different model is being suggest, referring to figure 3. Besides, the importance of human connection as a goal is rising due to an ever-growing complexity in daily lives as well as through threads imposed by pandemics which consequently threaten social dynamics negatively (ibid; Sikali, 2020).

Other scholars however argue that Maslow's hierarchy of needs indeed can be used as an organizational direction towards improving employee performance and the work environment respectively (Jerome, 2013). Whereas it is suggested that the organizational culture should be constructed in a way that satisfies all needs in the respective manner.

Maslow's needs	Methods
Psychological	- Supply of quality meals - Adequate work breaks (sufficient rest) - Provision of enough space
Safety	- Adequate payment - Job stability - Protection of any kind of danger
Social	- Encouraging mutual acceptance and belonging
Esteem	- Recognition of accomplishments either with extrinsic or intrinsic rewards
Self-actualization	- Provision of challenging and relevant tasks

Table 1: Maslow's needs on the work environment

Source: Jerome, 2013

By implementing the methods mentioned in table 1, Jerome argues that a better work environment can be established which consequently also affects performance (2013). Whereas performance reviews seem to have the biggest impact on employee performance (ibid.). Thereupon, the importance of constant and honest feedback sessions is drastically stressed by several academics (Collins; Cooper cited in Jerome, 2013). Nevertheless, these feedback sessions need to be constructed in a manner that also allows employees to openly talk as well. Thus, satisfying several needs as well as the management receives more information on how to better improve or satisfy employee's needs (Jerome, 2013).

Similar to Maslow's theory, the Self-Determination Theory also stresses the fulfillment of several needs as motivators (Deci & Ryan, 2012).

2.2.2 Self-Determination Theory (SDT):

Self-determination theory is defined as "an empirically derived theory of human motivation and personality in social contexts that differentiates motivation in terms of being autonomous and controlled" (Deci & Ryan, 2012). Self-determination incorporates intrinsic motivation and integrated extrinsic motivation (Deci, 2017).

Five smaller sized theories are included within the SDT as demonstrated in table 1 below.

Theory name	Theory description
Cognitive Evaluation Theory (CET)	Impacts of societal factors on intrinsic motivation
Organismic Integration Theory (OIT)	Advancement of self-governed extrinsic motivation and self-management over internalization and incorporation
Causality Orientations Theory (COT)	Personal disparities in overall motivational directions
Basic Psychological Needs Theory (BPNT)	Operating activities of essential ubiquitous psychological necessities or goals which are of crucial importance for growth, integrity and well-being
Goal Contents Theory (GCT)	Impact of diverse goal contentment on health and performance

Table 2: The five mini-theories of SDT

Source: Deci & Ryan, 2012

SDT assumes that humans are dynamic living beings with internal and profoundly advanced propensities toward mental development as well as growth and advancement (Ryan, 2009). This dynamic human essence is certainly proved by the event of intrinsic motivation, that being the inborn impulse of looking for chances to learn from and new challenges to master (ibid.). Even though those tendencies for growth corroborate to intrinsic motivation as well as to internalization, it does not signify that these function solidly under every circumstance. Consequently, those innate tendencies need particular facilitation and nourishments through one's psychological environment (ibid.). These nourishments are manifested as central and necessary psychological needs required for psychological growth and advancement within STD. Thus, being the need for autonomy, competence and relatedness (ibid.).

Three basic human needs	Description	Supported by
Autonomy	The need for eagerness and independence of individual action.	encounters of self-interest and self-esteem
Competence	The need for attainment, success and improvement.	well-organized environments that provide realistic challenges, constructive criticism and options for development and advancement

Relatedness	The need of belonging and being accepted as well as the need for connection.	empathic behaviors and mutual respect among people
-------------	--	--

Table 3: Three basic human needs of SDT

Source: Ryan & Deci, 2020

Accordingly, if all three needs are fulfilled, intrinsic motivation as well as integrated extrinsic motivation increase. In case all three needs are not satisfied, unfavorable feelings might occur, and intrinsic motivation decreases (Wang et al., cited in Buil et al., 2019). That is also stated within Ryan’s work where the authors argue that if these needs are met, people’s self-motivation and health improves (2009). On the contrary, if these needs are not met, self-motivation and health declines (Ryan et al., cited in Ryan, 2009). Overall, SDT states that humans work more efficiently and effectively once being able to be autonomous instead of controlled, no matter if being female or male as well as of being either collectivist or individualist (ibid.). Nevertheless, it seems that SDT favors a perspective in which situations such as competition, goals placed by leaders and no consequences of one’s actions do not exist (Bernstein, 1990). The author argues that these ideal scenarios suggested by SDT are hard to put in action with regard to the extent the theory promotes (ibid.). Referring to BPNT and GCT of the SDT, the fulfillment of needs or goals is essential towards individual efficiency and well-being (Deci & Ryan, 2012). This is why goal setting is fundamentally important towards effectively meeting personal as well as collective needs (Ryan & Deci, 2020; Maslow, 1943).

2.2.3 Goal setting

Each individual has different perspectives, motives, behaviors and perceptions, conscious and subconscious ones that contribute to what the individual decides to do and how to do it (Chen & Kanfer, 2006). The process of deciding what to do is to be understood as “goal generation”, while the implementation strategy to achieve the goal is considered to be as “goal striving”. Considering the available literature, it is stated that current work-motivational methods on an individual basis are formed around the concepts of goal generation and goal striving (ibid.). Indeed, Maslow as well as SDT both talk about the accomplishment of certain goals and the

consequences the attainment of these goals have on motivation and performance (Ryan & Deci, 2020; Maslow, 1943).

Moreover, the motivational processes done on an individual basis, proved to be working on a team level as well. Therefore, setting goals and strategies to achieve these goals is effective on an individual and on a collective level (Chen & Kanfer, 2006). This is rather a logical consequence as both individuals and teams are goal-driven living entities (ibid.).

Thus, goals drastically influence the motivation and performance of people (Giessner et al., 2020); Chen & Kanfer, 2006). Furthermore, specified and demanding goals lead towards a better performance among team members if they are involved in defining these goals together (Erez et al., 1985). This is also stated in Jun's article where the author mentions that a wide engagement and contribution among team members is needed within the formulation of goals and objectives (1976).

Therefore, the victorious process of impacting employees to agree on goals, directly influences the effectiveness of management (ibid.). In addition, evidence demonstrates that the focus of goal formulation should lie on intrinsic aims as they better comply compared to extrinsic aims (Vansteenkiste et al., cited in Ryan, 2009). Correspondingly, intrinsic goals cause satisfaction of psychological needs such as the needs for autonomy, competence and relatedness, while extrinsic goals proved to be causing dissatisfaction of these needs (Deci & Ryan, cited in Gunnell et al., 2014). Also, task performance satisfaction is important to consider, as it regulates the individual motivation. This is stated by Deci and Ryan too, as both authors suggest that variances in goal contentment are related to variances in the extent of need fulfillment (2000). Accordingly, it is of great significance to understand how individual team members audit progress with respect to a given goal (Giessner et al., 2020). It is therefore of great importance to set SMART goals in order to achieve that objective. SMART is an acronym and stands for the following:

Specificity	<ul style="list-style-type: none"> • Clear definition of goals • Clear communication of goals • Identical comprehension among team members
Measurability	<ul style="list-style-type: none"> • Audit progress to mirror advancements
Achievability	<ul style="list-style-type: none"> • Realistic but challenging goal formulation • Collective goal formulation
Relevancy	<ul style="list-style-type: none"> • Goal has to be of significance
Timeliness	<ul style="list-style-type: none"> • Set rational and pertinent time frame for goal attainment

Table 4: SMART Goals

Source: Selvik et al., 2021; Setting SMART Objectives Checklist 231, 2014

Most of the above mentioned is also stated by Cui, who argued that goals must be “relevant, observable, achievable and timely” (2021). Again, goal setting, and the actual attainment of these pre-set goals improve performance. Therefore, employees need to be supported with appliances and assistance to be able to attain those (Cui, 2021). Correspondingly, SMART goals can be used to attain such objectives and consequently contribute to rising levels in performance (Selvik et al., 2021).

Another method of increasing individual as well as team performance is by understanding and implementing emotion intelligent behavior (Ramesh, 2020), which will be discussed in the following section.

2.2.4 Emotional Intelligence

Due to a steady rise in complexity of modern work environments, human brains get easy overwhelmed. According to Subhashini, the key to success within these modern days is by efficiently understanding and utilizing emotional intelligence and its methods (2008). However, the current comprehension of emotional intelligence varies from previous postulations such as charisma, poise or social intelligence, which are just fractional portrayals of the concepts of emotional intelligence (ibid.).

Emotional intelligence (EI) is considered as the capacity to self-manage personal emotions as well as those of others, being able to distinguish one from another and utilize that info to adjust one’s behavior and thoughts (Salovey & Mayer, cited in Ramesh, 2020). Correspondingly, it is of fundamental importance to be emotional

intelligent in order to have well-functioning social relationships and to further develop individual social skills (Subhashini, 2008). **EI is considered to be essential when talking about being successful within a social environment** (Brackett et al., ; World Economic Forum; Zeidner et al., cited in Ahmed et al., 2019). EI development can have a substantial impact on our progress through increasing morale, motivation, and cooperation (Kaufman, cited in Cui, 2021). Moreover, EI directly impacts job performance, organizational behavior, leadership, stress and team efficiency among others (Adrian & Petrides ; Tomas *et al.*; Beshart ; Javad *et al.* ; cited in Ramesh, 2020). Likewise, Ahmed et al., mentions that several researchers discovered positive correlations among EI and the following (2019):

- Job satisfaction (Ashraf et al., cited in Ahmed et al., 2019)
-> Def. The positiveness or negativeness of an employee's entire set of work connected activities (Fisher cited in Judge et al., 2020)
- Job performance (Asrar-ul-Haq et al., 2017; Mehmood et al.; Zahid et al.; cited in Ahmed et al., 2019)
- Organizational performance (Rahim & Malik, cited in Ahmed et al., 2019)
-> Def. The Capacity of an organization to coherently utilize accessible resources to attain achievement persistent with the goals of the organization by contemplating the relevancy to its customers simultaneously (Peterson et al., cited in Taouab & Issor, 2019)
- Organizational commitment (Shafiq & Rana, cited in Ahmed et al., 2019)
-> Def. The psychological condition that indicates high levels of loyalty, identity, belonging, acceptance, support and passion towards the organization (Rageb et al., 2014)
- Self-efficacy (Abbas et al., cited in Ahmed et al., 2019)
-> Def. An individual's interpretation of its ability to thrivingly complete a specific task (Heslin & Klehe 2006)
- Employee development (Akram et al.; Malik & Ahmad, cited in Ahmed et al., 2019)
-> Def. The advancement of employee's capabilities with respect to work related events (Hameed & Waheed, 2011)
- Team performance (Nasser et al., cited in Ahmed et al., 2019)
- Leadership (Batool; Mir & Abbasi ; Rasool et al., Rehman et al., Rehman & Waheed, cited in Ahmed et al., 2019)
- Mental health (But; Masum & Khan, cited in Ahmed et al., 2019)
-> Def. "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" (WHO, cited in Galderisi et al., 2015, p. 231)

As mentioned, EI positively contributes to an increase in cooperation, psychological health and intellectual growth, which stands in line with the satisfaction of needs for

competence and relatedness, mentioned in both Maslow’s hierarchy of needs as well as in the SDT (Subhashini, 2008). Emotional Intelligence is based on five smaller components. Thus being:

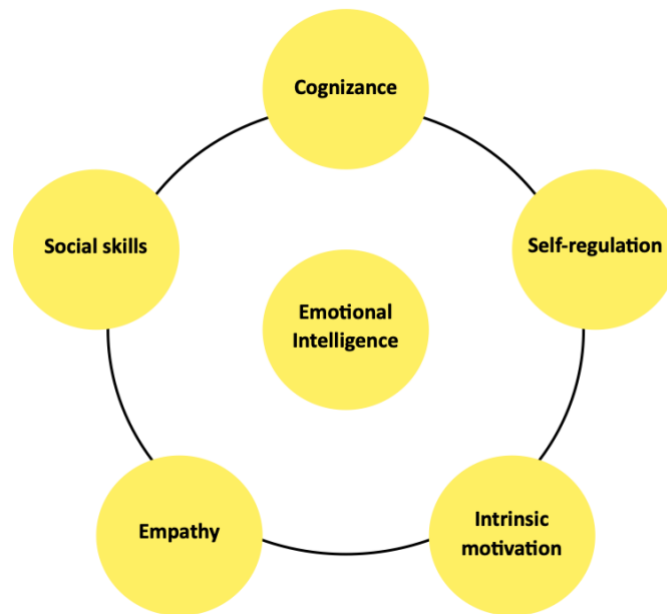


Figure 4: Components of EI
Source: Jain, 2018, & Cui, 2021

- 1) Cognizance or self-awareness: The capability to identify one’s individual emotions and to evaluate their impact on other people. (Goleman, cited in Jain, 2018).
- 2) Self-regulation: The capability to regulate one’s individual incentives and emotions as well as to be able to prepare prior to reaction (ibid.).
- 3) Intrinsic motivation: the eagerness to execute an activity out of self-interest and enjoyment while performing it (Deci et al., cited in Kuvaas et al., 2017).
- 4) Empathy: The competence to identify other people’s motivations and emotions and to consider these prior to response within an interaction. (Macht et al., 2019, cited in Cui, 2021).
- 5) Social skills: The ability to govern social relationships successfully (Goleman, cited in Jain, 2018).

2.2.4.1 Cognizance:

According to Finley, being self-aware also involves acknowledging personal strengths as well as weaknesses and to have a down-to-earth perspective of one’s abilities (2008). The aim of cognizance is to establish and further develop greater self-

understanding, to modify and enhance one's behavior and to compensate individual weaknesses (The Impact of Self-Awareness Process on Learning and Leading, 2014). In contrast, the lack of self-awareness can lead towards self-deception. This is embodied as disparities between the assumed and the genuine attitudes, which consequently causes avoidance of feedback, miscommunication and the spread of wrong information (ibid.). It is therefore of great significance to understand how cognizance can be improved (Finley, 2008). In order to be more self-aware, people must:

- comprehend their individual cognitive strengths as well as their emotional hot buttons
- understand the impact their own personality has on relationships with other people
- effectively communicate their beliefs and principles as well as connecting these to their individual goals
- communicate how past experiences shaped their way of thinking and being
- acknowledge personal emotions and feelings such as love, anger, intimacy, etc.
- accept their limits and look for apt hold up
- be able to accept feedback provided by other people
- willing to learn

(Novack et al., 1999).

Whereas communicative feedback mechanisms are the foundation of self-regulation (Hall, 2004).

2.2.4.2 Self-regulation

Self-regulation can be understood as the act of mastery over its ego to adjust oneself with regard to a certain goal (Baumeister et al., Carver & Scheier, Mischel & Shoda, cited in Jiewen & Jiewen & Lee, 2008). Therefore, self-regulation is also considered to be a goal-driven and feedback-governed way of acting (Carver & Scheier, cited in Jiewen & Lee, 2008). Accordingly, people who know the what's and how's of individual goal generation and striving have a clear advantage, as they know how to navigate their actions and behaviors (ibid.). Furthermore, Boekaerts et al., argue that the goal generation and striving of individuals is influenced by several factors either negatively or positively (2005). Thus, being interpersonal factors such as a change in beliefs for instance, as well as intrapersonal factors such as the work environment of an organization (ibid.). Also, further research clearly demonstrates that self-regulation

directly and positively impacts performance at work (Boekaerts et al., 2005). This is also mentioned in an article of Finley, where it is said that being able to control one's emotions is essential in order to be able to comprehend other's emotions and consequently become successful at work (2008).

2.2.4.3 Intrinsic motivation

Intrinsic motivation is of fundamental importance as it contributes towards a better social environment, as past studies clearly indicate (Hon; Gagné & Deci, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020). Furthermore, prosperous teamwork needs intrinsic motivation as stated by Luca and Tarricone (2001). Correspondingly, each team member is not only reliable for oneself, but for others working in the team (ibid.). Thus, being achieved more efficiently when using empathy (China & Schoemen, 2017).

2.2.4.4 Empathy

Empathy can also be defined as an action of inauguration in which emotions either good or bad, are **communicated** and potentially lead towards homogeneous or alike behaviors among people that engaged within the activity (Plutchik, cited in Kellett et al., 2002). Consequently, it can be said that empathy ties individuals together (Kellett et al., 2002). Likewise, Finley mentions that empathy is a key element of constructing and maintaining social relationships as it enables people to acknowledge other's point of views and therefore discards every potential conflict of opinion beyond (2008). Subsequently, interpersonal empathy arouses philanthropic motivation between members of a team, thus assisting them in solving rivalry among them (Akgün et al., 2015). Overall, empathy consists out of three components being cognitive, affective and behavioral ([Akgün et al., 2015](#); Lam et al., 2011).

Elements of Empathy	Description
Cognitive empathy	Ability to understand other people's viewpoints
Affective empathy	Ability to feel what others feel
Behavioral empathy	Ability to communicate either verbally or non-verbally one's emotions or to detect other's emotions

Table 5: Elements of Empathy

Source: Akgün et al., 2015

In his article, Argyle mentions that socialization impacts the development of empathy (1989). Furthermore, it is said that minimizing the exuberance of competition as well as finding similarities among people supports empathy development (Barnet, cited Argyle, 1989). Lastly and most importantly, empathy is considered to be a communication skill (Hardee, 2003). According to (Akgün et al., 2015), every form of empathy involves some form of communication as there is no other way to send information through space. Thus, making communication a very important aspect when it comes to understanding other's emotions and perspectives (Hardee, 2003).

2.2.4.5 Social skills

Finley argues that social skills are essential within the creation of thriving and robust relationships with other individuals (2008). He therefore proposes several social skills, thus being:

- To correctly interpret social events
- To confidently communicate and interact adequately depending on the situation
- To actively listen
- To be able to correctly evaluate emotional conditions of others
- To convey empathy
- To be able to self-regulate

Finley, 2008

Another academic researcher identified similar skills, however added the ability of making a good first impression and to assimilate to several social situations in a flexible manner (Baron & Markman, 2000). Correspondingly, Argyle elaborates that effectively using social skills is not only good for personal health but also contributes towards an increasing work performance (2018). Whereas the lack of social skill is

directly connected to social failure and people being fired from their workplace (Argyle, 2018). Argyle further elaborates on social reinforcement being another important social skill, as it improves other's egos and consequently leads towards having greater influence (2018). This can be implemented on both a verbal as well as a non-verbal level (ibid.). Whereas the verbal level encompasses complimenting, blessing, acknowledgement and support for instance. While non-verbal acts are head-nods, smiles and eye-contact (ibid.). That process of reinforcement is also known as impression management, as other research demonstrates (Baron, 2004). Accordingly, social skills can be learned and trained (Beheshtifar & Norozy, 2013). Likewise, Hargiel and Tourish elaborate that especially communication skill training proved to be successful under participants (1994).

2.2.5 Communication

In general, communication is the interchange of opinions, beliefs, feelings or emotions between the transmitter and the recipient of knowledge (Guo cited in Riggio & Tan, 2014), which either takes place through verbal or non-verbal interaction (Ng et al., 2006). The communication within an organization however can be defined as the transfer of work-related information or information about the workplace from the organization to its employees and across employees (Phattanacheewapul & Ussahawnitchakit cited in Husain, 2013). Whereas it aims to fulfill two goals, to provide information to the employees and to form a sense of community among everybody with the company (Francis cited in Husain, 2013). According to Raihans, information within an organization is spread via different communication channels including meetings, face to face discussions, memos, letters, e-mails, reports etc. (2012). Other research demonstrates that the right encoding of the transmitter as well as the correct decoding of information from the recipient can be directly linked to the performance of the people involved (Okoro & Washington, 2012). Likewise, Husain indicates that communication directly impacts the performance as well as job satisfaction among employees within an organization (2013). Moreover, effective and efficient communication between managers and their subordinates initiates higher levels of motivation due to the decreasing level in uncertainty (Dobre, 2013). Another key point stated by Rajhans is that effective communication is based on upward as

well as downward exchange of information within the hierarchy of an organization (2012). Only if this is correctly practiced, efficient communication can take place, which correspondingly leads towards better goal achievement (Cui, 2021). Correspondingly, communication unifies employees actions and helps to comprehend the purpose of an organization overall (Kellet et al., 2002).

By providing constant and constructive feedback, Okoro and Washington argue that managers can develop a positive work environment (2012). Moreover, feedback mechanisms enable employees to make smarter decisions which improves their performance (Husain, 2013) and job satisfaction (Abugre, 2011). Referring to the views of Cui, constructive feedback cannot be transmitted effectively without using empathy as a tool (2021). Moreover, the author suggests active and patient listening in order to establish stronger connections with employees, thus improving communication in general (ibid.). Nevertheless, current technological innovations minimize the efficiency of communication as vital information such as body language for instance is eliminated (Cui, 2021). Additional research indicated several hurdles related to communication, thus being:

- Inattention	- Interruption	- Improper reactions
- Drawing precipitous conclusions	- Tone	- Gender differences

Table 6: Causes of improper communication

Source: Cui, 2021

Furthermore, the lack of communication or the malpractice of it, has several consequences such as stress, job dissatisfaction, decline in employee’s organizational engagement as well as into absence at the workplace (Husain, 2013). Yet, Abugre argues that effective organizational communication can be implemented exclusively through leadership as leaders need to initiate the circumstances under which effective organizational communication can take place (2011).

2.2.6 Leadership

The concept of leadership is generally defined as the action of impacting others to comprehend and settle about a task and a strategy to fulfill that task through the motivation of individuals and groups of individuals to attain common goals (Northouse, 2015). Therefore, leadership pursues to accomplish an increasing level in performance at the macro level over employee management on the micro-level (Mueller et al., cited in Katou et al., 2021). Moreover, it is argued whether being a leader is pre-determined by individual genetics (trait-assumption) or if it can be learned to become a leader (process-assumption) (Northouse, 2015). Consequently, the trait-assumption suspects that the characteristics which determine a leader are inborn and therefore cannot be trained. The process-assumption however speculates that characteristics necessary to be a successful leader can be studied and used (ibid.).

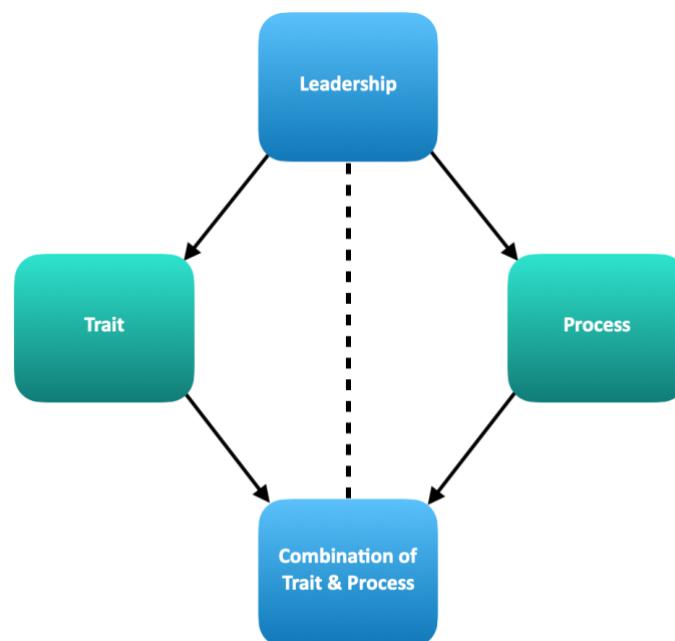


Figure 5: Leadership

Source: China & Schoemen, 2017

Although China and Schoemen stress that around fifty percent of personal characteristics are influenced by genetics while the other half is influenced by individual experiences, which also involves individual learning (2017). Thereupon, leadership is formed around individual traits as well as processes or methods that can be acquired, as seen in figure 5 (ibid.). Subsequently, as leadership is influenced by

genetics, successful leadership starts with self-leadership (Northouse, 2015), meaning that a leader has to be self-aware and able to comprehend her or his own strengths and weaknesses and act accordingly (ibid.). Elaborating on the just mentioned, Kellet et al., state that each of the five elements of emotional intelligence is of fundamental importance to effective leadership (2002).

Nevertheless, the concept of leadership is far more complex, implying that there are several ways to lead. Thus, leading towards different leadership styles or behaviors (Khan et al., 2015).



Figure 6: Three basic styles of leadership

Source: DeNisi & Griffin, 2008

As seen in figure 6., there are three basic leadership styles based on the extent to which leaders give responsibility to their subordinates. Therefore,

- **Autocratic leaders** decide by themselves; they make all decisions alone.
- **Democratic / Participative leaders** discuss options with subordinates and decide together.
- **Laissez-Faire / Delegative leaders** let employees decide by themselves without having a real input.

Source: DeNisi & Griffin, 2008

As usual, every leadership style provides several advantages as well as disadvantages, which are highlighted in table 4.

Leadership style	Advantages	Disadvantages
Autocratic	<ul style="list-style-type: none"> • Control • Fast decision making • Discipline among team members 	<ul style="list-style-type: none"> • Lack of trust • Disinterest among team members • Less to no self-growth • No independence

<p>Democratic / Participative</p>	<ul style="list-style-type: none"> • More input • Better decision making • Better understanding of the problem • More freedom • Motivating 	<ul style="list-style-type: none"> • Time intensive • More complex decision making • Potential to adopt a less ideal solution
<p>Laissez-Faire / Delegative</p>	<ul style="list-style-type: none"> • Highest degree of freedom • No pressure on team members • Less to no groundwork of leader required 	<ul style="list-style-type: none"> • Less to no authority • No community feeling • No drive • Less to no tolerance in decision making

Table 7: Three basic leadership styles

Source: Khan et al., 2015

Yet, many scholars argue that there is no optimal leadership style that fits to every situation or circumstance (Schermerhorn, 1997). Thereupon, leadership is rather situational which implies that the most efficient leadership style builds upon the extent to which subordinates need guidance, direction and emotional support, as stated in the situational leadership theory DeNisi & Griffin, 2008. This is why situational leadership mainly depends on the willingness of subordinates to take over liability. Also referred to as the maturity of subordinates.

According to Hersey and Blanchard, the leader should assimilate her or his behavior regarding the maturity stage of the subordinates. It is therefore the goal of each leader to develop the maturity of its subordinates. This can be done by following the four basic elements of the situational leadership theory (Case, 2013).

- **Telling:** The leader practices great directive and little supportive attitudes
- **Selling:** The leader practices great directive and supportive attitudes
- **Participating:** The leader practices little directive and great supportive attitudes
- **Delegating:** The leader practices little directive as well as supportive attitudes

(Schermerhorn, 1997)

Whereas, telling and selling are used when subordinates level of maturity is not that advances (Case, 2013). However, participating behavior is used when maturity level

among subordinates increases (ibid.). The delegation behavior is the most advanced when it comes to subordinate’s majority and is the aim of every leader to achieve (ibid.).

Nevertheless, other academics claim that leadership practices determine the extent to which employees establish the attitudes towards taking over responsibility. The more employees are being controlled or limited, the less their autonomy is, which consequently leads towards a lack of maturity (Dobre, 2013). Moreover, as already mentioned, high intrinsic motivation among employees can potentially serve as a substitute to leadership, as these employees do not need extra empowerment (Ohana, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020). Additionally, research clearly shows that the situational leadership theory does not always lead towards better outcomes under subordinates with respect to their performance (Johansen, 1990). Furthermore, some people require a certain environment in which they establish leadership behavior, in the sense of taking over responsibility, while others do not (Gustafson & Mumford, cited in Mumford et al., 2000).

Thereupon, a leader should possess and use certain soft skills, which consequently impact their subordinates positively and enhance their performance (Ariatana et al., 2015).

2.2.6.1 Leadership soft skills

Soft skills are considered to be fundamentally important for the effectiveness of future working environments (Brungardt, 2011). Furthermore, leadership soft skills are a determinant of an organization’s efficiency (Ariatana et al., 2015).

Leadership soft skills	Source
<ul style="list-style-type: none"> • Being emotional intelligent 	<ul style="list-style-type: none"> • (Kellet et al., 2002) • (Riggio & Tan, 2014) • (Marques, 2013)
<ul style="list-style-type: none"> • Being able to critically think 	<ul style="list-style-type: none"> • (Brungardt, 2011)
<ul style="list-style-type: none"> • Ability to communicate 	<ul style="list-style-type: none"> • (Brungardt, 2011) • (Ariatana et al., 2015)
<ul style="list-style-type: none"> • Capability to influence others 	<ul style="list-style-type: none"> • (Riggio & Tan, 2014)

<ul style="list-style-type: none"> • Being open for feedback and providing it 	<ul style="list-style-type: none"> • (Cui, 2021)
<ul style="list-style-type: none"> • Having a greater interest in helping out other people 	<ul style="list-style-type: none"> • (Forgeard & Mecklenburg, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020)
<ul style="list-style-type: none"> • Being able to trusts subordinates and give them autonomy 	<ul style="list-style-type: none"> • (Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020)
<ul style="list-style-type: none"> • Being able to boost others interests and individual growth 	<ul style="list-style-type: none"> • Yoshida et al., cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020)
<ul style="list-style-type: none"> • Possess a great social and moral ground 	<ul style="list-style-type: none"> • (Melé cited in, Cui, 2021)
<ul style="list-style-type: none"> • Being able to adapt to different kinds of situation, Flexibility 	<ul style="list-style-type: none"> • (Ariratana et al., 2015)
<ul style="list-style-type: none"> • Be calm at any time 	<ul style="list-style-type: none"> • (Cui, 2021)
<ul style="list-style-type: none"> • Develop and boost efficient teamwork 	<ul style="list-style-type: none"> • (Ariratana et al., 2015)

Table 8.: Leadership soft skills

Other research elaborates on the fact that several soft skills are essential for leaders to have. Reasons for that are the rising level of teamwork, fast growth of globalization and the increasing need to holt talent with an organization (Goleman, 1998a cited in Kellett et al., 2002). Of all those leadership soft skills listed in table 8, emotional intelligence, especially empathy is mentioned as one of the most fundamental and important skills leaders must have and be able to use (Kellet et al., 2002). Yukl cited in Kellet et al., states that empathy is essential for the successful management of social relations (2002).

Moreover, Brungardt elaborates that skills such as being able to efficiently work together, being capable of thinking critically and effectively communicating with other employees are not only skills that leaders have to have but every employee itself must possess (2011). This is however easier said than done, as every individual possess different characteristics and capabilities (Chen & Kanfer, 2006).

2.2.7 Challenges in employee motivation and self-management

According to Rajhans, people remain to be the biggest challenges within an organization (2012). This is due to every individual having differences in

- Opinions
- Perspectives
- Perceptions
- Thoughts
- Emotions
- Experiences
- etc.

(Rajhans, 2012)

Likewise, Chen and Kanfer state that individuals have different points of views, motives, ways of acting and perceptions being either subconscious or conscious which influence the individual process of goal setting and striving (2006). Furthermore, every employee has its individual set of needs and routines which managers should meet as it will contribute to the growth and advancement of the employee and to the organization overall. Several academics stress the fact that employees' perspectives and opinions can be of great benefit to a company, if considered (Mullins cited in Osabiya, 2015). However, that can be hard to implement as people's needs frequently collide with each other (Dobre, 2013). Moreover, every individual has different strengths and weaknesses, as well as different strategies of fulfilling their needs, whereas some people are urged by achievement whilst others concentrate on safety and security for instance (ibid.). Additionally, self-management involves a high degree of personal initiative, which is differently pronounced among individuals (Frese & Fay, cited in Raabe et al., 2007). Also, some employees might be motivated by different factors compared to others, such as some prefer bonuses while others prefer a better work environment for instance (Tietjen & Myers, cited in Dobre, 2013). It is therefore the job of a manager to figure out what best motivates employees by successfully handling these challenges on a collective basis in order to be able to increase teamwork, its performance and work environment simultaneously (Bessell et al., 2002).

2.2.8 Impact of motivation and self-management methods on performance

Research has shown that methods used to increase individual performance proved to have similar impacts on team performance (Salas et al., 2008). Nowadays, businesses rely heavily on getting things done through teams as complexity of operations as well as the complexity of modern life increases (Peters, 1997). For this reason, teams and their performance have become of crucial importance, not only for the organization itself but for each individual member of it (Salas et al., 2008). A team can be acknowledged as two or more people cooperating dynamically and considerately in order to achieve certain goals (Salas et al, cited in Shuffler et al., 2018). Furthermore, research has shown that considering the human factors is of essential importance when intending to improve teamwork and team performance (Salas et al., 2008).

Methods	(+) ; (-) Impact on performance	Source
Intrinsic Motivation	+	(Kuvaas et al., 2017)
Extrinsic Motivation	+ & -	(Levesque et al., 2010)
Integrated extrinsic motivation	+	(Ryan, 2009)
Maslow's hierarchy of needs	+	(Jerome, 2013)
SDT	+	(Wang et al., cited in Buil et al., 2019).
Goal setting	+	(Giessner et al., 2020)
Emotional Intelligence	+	(Asrar-ul-Haq et al., 2017; Mehmood et al.,; Zahid et al.; cited in Ahmed et al., 2019)
Communication	+	(Okoro & Washington, 2012)
Leadership	+	(Mueller et al., cited in Katou et al., 2021)

Table 9: Summary of methods analyzed and their impact on performance

Referring to table 9., most methods analyzed, positively impact individual and team performance respectively. However, existing literature about extrinsic motivation demonstrates mixed results (Levesque et al., 2010). Therefore, pure extrinsic

motivation can have positive influences but also negative consequences. Intrinsic motivation however clearly is more efficient and should be focused at, when considering which of these two forms to boost among employees as well as within the organization (Kuvaas et al., 2017).

2.2.9 Impact of motivation and self-management theories and methods on the psychological work environment

Healthy psychological work environments are directly related to job fulfillment, less stress, minimized turnover, more interests among employees and retention (Stansfeld & Candy, 2006; Kramer & Schmalenberg, 2008). On the other hand, Dobre elaborates that a work environment which is not psychologically confident causes inflexibility, conflict and diminishing levels in performance (2013). Nevertheless, and most importantly, Rajhans argues that no matter what motivational methods are implemented at work, the work environment is the occasion where it transformed into action (2012).

Methods	(+) ; (-) Impact on work environment	Source
Intrinsic Motivation	+	Hon; Gagné & Deci, cited in Ruiz-Palomino & Zoghbi-Manrique-De-Lara, 2020
Extrinsic Motivation	+ & -	(Komaki cited in Bateman & Crant, 2003); (Levesque et al., 2010)
Integreated extrinsic motivatin	+	(Levesque et al., 2010) (Ryan, 2009)
Maslow’s hierarchy of needs	+	(Jerome, 2013)
SDT	+	Levesque et al., 2012
Goal setting	+	Dobre, 2013
Emotional Intelligence	+	Ahmed et al., 2019 Cui, 2021 Jain, 2018
Communication	+	Okoro & Washington, 2012 Rajhans, 2012
Leadership	+	Brungardt, 2011

Table 10: Summary of methods analyzed and their impact on the work environment

With respect to table 10., similar trends are observed when comparing it to table 9. Likewise, extrinsic motivation can either impact the work environment negatively or positively, however tends to be more negatively according to the research done. It is only logical that if management gives priority too humanistic and autonomous values, genuine relations straighten out and people trust each other, which ultimately leads to higher social competence among people working for an organization (Dobre, 2013). Furthermore, Dobre argues that such an environment, employees have the ability to fully develop and grow to their highest potential (2013). Nevertheless, extrinsic motivation should not be ignored, when intending to improve the work environment (Komaki cited in Bateman & Crant, 2003).

2.3 The biochemical conditioning of humans

The human body creates an extensive amount of chemicals that ensure its functionality, whereas hormones are considered to be one of the most important chemicals being produced within the human inner system (Rokade, 2011). Hormones are transported via the blood stream and triggered by certain stimuli to keep the system running (ibid.). Whereas every hormone serves the purpose of creating behaviors to fulfill specific goals of which survival and recreations are the most important ones not only for humans but in nature (Sinek, 2014). Recreation in a human sense however involves cooperation and thereupon several researchers identified certain key hormones which drastically impact the success or failure of such, depending on the extent to which they are released through environmental triggering (Sinek, 2014). Furthermore, they serve as fundamental building elements with respect to interpersonal mechanisms and relationships (Bartz et al., 2019). In this study, focus is put on the hormone's Oxytocin, Serotonin, Dopamine, Endorphin and Cortisol.

2.3.1 Oxytocin

“Groups with a greater number of courageous, sympathetic and faithful members, who were always ready to warn each other of danger, to aid and defend each other ... would spread and be victorious over other tribes”

(Darwin, 1873, p. 156, cited in Dreu, 2012).

Thus, implying that the evolutionary biological success of humans is based on cooperation (Lesch & Kamphausen, 2016). Dreu agrees, as he mentions that pro-social acts among people contributed to the individual continuation and ease (2012). In addition, the author elaborates that if cooperation has an evolutionary purpose, the human brain must have somehow developed a way to boost and support that event, which is done through the hormone Oxytocin (ibid.).

Oxytocin is increasing teamwork and contributes towards a higher level of loyalty and trust between people (Sinek, 2014). That has been proven by other studies which have shown that Oxytocin leads towards increasing levels of trust and reciprocity (Zak, 2005). Further research however indicates that Oxytocin positively influences teamwork under a certain circumstance only (Pepping & Timmermans, 2012). Whereas levels in Oxytocin are high when an organization provides and implements steady stimuli of motivation (ibid.). In contrast, if motivation is low or conflicting, levels of Oxytocin are low as well (ibid.). Another positive attribute of Oxytocin is that it intensifies empathy, emotional salience, affiliative-motivation and anxiety reduction (Stevens et al., 2013). Correspondingly, Pepping and Timmermans as well elaborated that the hormone is impacting empathy among other factors such as trust, kindness, selflessness, team spirit, teamwork and motivation (2012). Although, several studies clearly show that Oxytocin positively impacts empathy, as many other studies demonstrate that it does not (Bartz et al., 2010). Furthermore, Oxytocin strengthens the human immune system and positively contributes towards people being better in problem-solving (Sinek, 2014). Another interesting attribute of Oxytocin is that it causes higher resistance against the addiction of Dopamine (ibid.). Additionally, Bartz et al., elaborate that Oxytocin does improve performance when people handle more difficult and challenging tasks but does not impact the

performance with respect to the handling of easy tasks (Domes et al., cited in Bartz et al., 2010).

Simon Sinek also mentions that working within an environment which hampers the triggering of Oxytocin causes a decrease of cooperation among people (2014). Consequently, leading towards people being more egoistic and aggressive. Likewise, it negatively impacts leadership and trust (ibid.). Other researchers state that the impact of Oxytocin also depends on the extent to which people are either introverted or extraverted (Bartz et al., 2019). Thereupon, introverted people's social behavior increased when being impacted by Oxytocin, while extraverted people's social behavior did not (ibid.). Indeed, extremely extraverted individual's prosocial behavior declines as a consequence to Oxytocin, thus, implying that there is a limit to social engagement (ibid.). Pushing past that limit could have less fortunate outcomes and might impact interpersonal behavior negatively (ibid.). Thereupon, triggering Oxytocin should not be done on an extensive basis and be focused on less socially competent persona (Mische & Shoda, cited in Bartz et al., 2010).

The release of Oxytocin can be caused by fellowships, connectivity, safety and fulfillment (Sinek, 2014). Furthermore, the hormone is triggered by physical contact such as:

- Hugging
- High five
- Holding hands
- Hand shaking
- Sex
- etc.

(Pepping & Timmermans, 2012)

In addition, it is released when helping each other out, as well as when being helped. Furthermore, the hormone is even triggered when helpful behavior is being observed from a third party. Moreover, Oxytocin can be administered through intranasal treatment for instance, as research done by Pepping & Timmermans evaluated (2012). Although Oxytocin treatments are still in development, Stevens et al. postulate that there is a huge potential (2013).

In fact, if released at the correct time, Oxytocin as well as Serotonin can transform people either towards being a more inspiring leader, loyal follower or a good friend (Sinek, 2014).

2.3.2 Serotonin

Serotonin is another fundamentally important hormone as it is involved in several biological procedures such as sleep, appetite and regulation of emotions and moods (Moss, 2016). A happy mood minimizes the risk of getting mentally and physically sick (Young, 2007). Negative moods such as hostility are related to many disorders, for instance mortality and coronary heart disease (ibid.). Hostility also leads to social isolation due to a decrease in social support (ibid.). The opposite of hostility given agreeableness however is a protective factor against mortality (ibid.). In general, positive moods act as predictors of health and longevity while negative emotions or moods are related to increasing risk of getting disabilities, depression and an increasing number of suicides (ibid.). Further, low social support is correlated with increasing stress levels. Research proves that positive emotions and agreeableness encourage sociable relationships resulting in an increase in social support (Young, 2007; Sinek, 2014). Also, research has shown that lower Serotonin levels in the blood are leading towards lower moods and higher Serotonin levels cause better moods. Therefore, Serotonin impacts physical health and moods (ibid.)

Furthermore, Serotonin is especially decisive to human relationships and cooperation and reduces aggression and solitude (Moss, 2016). Sinek as well states that Serotonin helps strengthening social commitment and therefore increases the probability of humans working together (2014). Thus, the hormone inspires or drives people towards following social rules (Moss, 2016).

Other researchers elaborate that Serotonin is also involved in learning, memory, sex and pain impression (Kriegebaum et al, cited in Kiser et al., 2012). Because of all those reasons, it is important to understand what triggers the release of serotine.

Thereupon, Serotonin is triggered by bright light, which is either generated by the sun or lamps. Especially in colder climates, lamp treatment can be used to influence the Serotonin level (Young, 2007). Other research found out that Serotonin is released during aerobic exercise (Jacobs & Fornal, 1999). Young further elaborates that aerobic

exercise positively impacts moods and consequently Serotonin release (2007). Additionally, several academics argue that certain food containing tryptophan, an amino acid serving as a precursor of Serotonin, increase Serotonin levels (Moss, 2016). Thus, being:

- Milk
- Eggs
- Fish
- Oats
- Corn
- Seeds, pumpkin seeds
- Red meat

(Moss, 2016)

Young however argues that foods including tryptophan do not cause a rise in Serotonin levels within the brain (2007). Although, the author states that undiluted tryptophan does have an effect (ibid.). Therefore, literature suggests that Serotonin can be increased through the supplementation of tryptophan as it positively impacts social behavior (Steenbergen et al., 2016). Indeed, as levels of tryptophan are low, so is the Serotonin production (Mendelsohn et al., 2009).

On the other hand, a deficiency of tryptophan and consequently of Serotonin causes less cooperation among people as well as it increases their aggressiveness and impulsiveness (Cleare & Bond, 1995). Siegel and Crockett argue that is also causes social isolation, depression and anxiety (2013).

Whereas Birdsall found out that depression, fibromyalgia, binge eating, chronic headaches and insomnia for instance, can be healed as Serotonin levels rise with the body (1998). Nevertheless, Serotonin levels must be regulated as an extensive amount of Serotonin with the body can have several consequences such as swearing, shivering, unrest and hysteria (Fernstrom, 2012).

2.3.3 Dopamine

The hormone **Dopamine** is responsible for human being satisfied once they have achieved a certain goal and therefore makes humans a goal-oriented species with a tendency towards growth and development (Sinek, 2014). It is related to the reward

and response association and triggered by stimuli that have already been correlated to reward (Wise, 2004). Whereas, the amount of Dopamine released, depends on the task-difficulty, meaning the harder the task the more Dopamine is released, as there is no biological reward for doing nothing (Sinek, 2014). Furthermore, it increases motivation and plays an essential role in the association of memory (ibid.). Sinek postulates that Dopamine satisfies humans prehistorical collection addiction (2014). Further, Dopamine supports reinforcement and affects moods due to the fact that rewards cause happiness and therefore boost motivation and focus to attain these states (Brookshire, 2017; Wang et al., 2001). Additional research indicated several other ways that trigger Dopamine such as listening to music (Blood & Zatorre, 2001), being exposed to ultra-violet light within a responsible time period (Arns et al., 2018) and meditation (Young, 2007). In addition, electric stimulation of the brain as well triggers the release of Dopamine (Wise & Rompre, 1989). However, the hormone is also triggered by less fortunate factors such as habit-forming drugs, which have the potential to cause negative outcomes in the long-term, for instance depression. Likewise, receiving text messages and likes releases Dopamine but cause similar consequences (Sinek, 2014).

Accordingly, a lack of Dopamine is connected to weaken motivation and diminishes enthusiasm among people (Chong & Husain, 2016). Moreover, a decrease in concentration and coordination are other consequences (Volkow et al., 2009). Nevertheless, research clearly shows that constant and good sleep assists in keeping a well-balanced Dopamine household (Korshunov et al., 2017). It is therefore suggested to sleep seven to nine hours per night in order to stay healthy and productive (Hirshkowitz et al., 2015).

Another aspect to consider in order to keep Dopamine level up, is the make-up of the hormone itself. The human body needs several minerals and vitamins such as Iron, vitamin B6, folate and niacin to produce Dopamine (Kim & Wessling-Resnick, 2014). Thereupon, it is of benefit to provide food which is rich in these substances in order to contribute to a healthy live style by boosting Dopamine level.

2.3.4 Endorphin

The chemical substance **Endorphin** is causing euphoria and contributes to an increasing Dopamine release (Henning et al. 1994). Sinek further states that Endorphins assist goal achievement (2014). Beyond that, Endorphins reduce pain, amplify excitement and satisfaction, raise confidence, empower control of emotions and are involved in the natural reward cycle (Khajehei & Behroozpour, 2018). Thereupon, making the hormone very addictive to humans (Sinek, 2014). The release of Endorphins is triggered by several factors including sports, massage and bodywork, playing music, ultraviolet light, childbirth and consumption of several foods such as dark chocolate (ibid; Sprouse-Blum et al., 2010). Furthermore, it is argued that acupuncture and spicy food with a lot of chills activate Endorphin release (Rokade, 2011). Furthermore, Rokade elaborates that laughter, being loved as well as sex especially having an organism releases Endorphins (2011). Also, the discontinuation of smoking, drug use and alcohol consumption release Endorphins (Sprouse-Blum et al., 2010). Critics however mention that an intensive release of Endorphins can cause an increasing toleration of the body's Endorphins leading to becoming hyperalgesic (Bolles & Fanselow, 1982). Nevertheless, the hormone contributes to better well-being, including happiness and higher will-power (ibid.).

Wachs and Helge indicate that if employee's feelings and emotions are suppressed by an organization, their work enjoyment and enthusiasm declines as their Endorphin levels are low (2001). As argued by Patel and Desai, that can however be changed by introducing humor to the organization (2012). Fun and laughter at the workplace proved to be a powerful way to increase:

- Well-being
- Performance
- Cooperation
- Morale

(Patel & Desai, 2012)

Also, Sinek further notes that it is generally difficult to be sad while laughing (2014). Another interesting fact about Endorphin release is that the hormone is even triggered while being scared or stressed (Rokade, 2011). That is due to the main task of Endorphin, which is to reduce pain (Sinek, 2014). Further research has shown that

Endorphin can also be injected or taken orally via tablets, which is usually done to counteract against stress, depression or anxiety (Rokade, 2011). Whereas feeling stressed is mainly caused by the hormone Cortisol (Sinek, 2014).

2.3.5 Cortisol

Cortisol is the hormone that is responsible for humans being stressed (Burke et al., 2005). Whereas stress can either be of temporal or chronic essence (Quick et al., 2008). Although stress is generally being looked at negatively, it is of bio-evolutionary importance, as it pushes humans in emergency situations (Quick et al., 2008). Furthermore, stress and consequently the release of Cortisol is necessary to handle challenges and contributes to psychological advancement (Maglione-Garves et al., 2005). In addition, research indicates that life without stress is destructive due to the fact that the ability of appropriately reacting to challenging situations and circumstances is lost, which is essential for survival (ibid.). Accordingly, every individual possesses an ideal level of stress, also known as eustress, while distress is considered to be the level of stress that causes harm (ibid.)

Thereupon Quick et al. elaborate, that if the Cortisol release is adequately handled and constantly controlled, it leads towards better health and well-being among people (2006). However, a constant level of Cortisol over longer periods in time is bad as it:

- raises the blood pressure,
- reduces sexual drive,
- affects cognitive abilities,
- increases aggression potential,
- affects glycolysis metabolism,
- causes inflammation &
- affects immune system.

(Sinek, 2014)

Further research indicates that Cortisol also boosts appetite, especially the longing for sugar and consequently causes weight gain (Maglione-Garves et al., 2005). Other consequences of constant stress are anxiety, depression, insomnia and diminishing motivation (McEwen, 2008). Moreover, several behavioral issues such as drug abuse

and increasing violence have been observed as a direct consequence of stress (Quick et al., 2008).

Stress generally occurs whenever the synergy amidst a situation and a person either on a psychological or physical level results into the capacity of that person not being handled efficiently with respect to the demands and pressures placed on the person coming from the situation that needs to be dealt with (Michie, 2002). Accordingly, the extent of stress perceived is different among each individual (ibid.). Furthermore, it is argued that stress and the corresponding release of Cortisol threatens goal attainment on both an individual as well as on an organizational level (ibid.). The World Health Organization as cited in Varvogli and Darviri's article refers to stress at work as one of the most recurrent health issues (2011). Thereupon, both authors determined several methods and techniques which intend to reduce stress.

- Progressive muscle relaxation
- Autogenic training
- Relaxation response
- Biofeedback
- Emotional freedom technique
- Guided imagery
- Diaphragmatic breathing
- Transcendental meditation
- Cognitive Behavioral therapy
- Mindfulness-based stress reduction

(Varvogli & Darviri, 2011)

Additionally, other research demonstrated that sport as well as social support act against the event of being stressed (McEwen, 2008). In fact, Young also states that low social support is causing higher levels of stress (2007). Even, Sinek argues that humans are destined to live within a group of people, hence they are social animals and once being isolated from that group, stress is the consequence (2014). For all those reasons, a constant Cortisol level among employees working for any organization is to be looked at negatively. This is not only because it is impossible to prepare for threads coming from outside of the organizational work environment, when there are stressors at the inside, but because it is impacting the well-being of everybody working within that environment, including the organization overall (ibid.).

2.3.6 Putting it all together

According to the research done, hormones drastically influence human behavior and well-being (Sinek, 2014). Many scholars state these hormones, once released have either positive or negative impacts, depending on the type of hormone as well as on the amount released (McEwen, 2008; Bolles & Fanselow, 1982; Chong & Husain, 2016; Cleare & Bond, 1995; Bartz et al., 2019).

Hormones	Impact	Source
<i>Oxytocin</i>	Increases cooperation as it generates higher levels in trust and loyalty among people	(Sinek, 2014)
<i>Serotonin</i>	Decisive to human relations and cooperation as it is responsible for better moods and physical health	(Moss, 2016)
<i>Dopamine</i>	Assists in goal attainment and supports human tendencies for growth and development	(Sinek, 2014)
<i>Endorphin</i>	Increases euphoria, raises confidence and amplifies excitement and satisfaction as well as assists in goal achievement	(Henning et al., 1994) ; (Khajehei & Behroozpour, 2018)
<i>Cortisol</i>	Causes stress, anxiety, depression, insomnia and diminishing motivation. It threatens individual and collective goal attainment	(McEwen, 2008) ; (Michie, 2002)

Table 11: Hormones and their impact

Generally speaking, research clearly indicates that Oxytocin, Serotonin, Dopamine and Endorphin have more positive impacts once released, compared to Cortisol as seen in table 11. Therefore, it is to adequately trigger Oxytocin, Serotonin, Dopamine and Endorphin and to avoid the extensive release of Cortisol at the workplace.

Thereupon, to best comprehend and apply motivation and self-management methods, managers also need to consider human nature itself (Shahzdi et al., 2014). By considering the hormonal release and their impact on social behavior, managers are able to create an efficient and motivating environment at work, that improves employee performance and subsequently team performance leading towards an overall improving efficiency of the organization (Bessell et al., 2002).

3 Methodology

The following section will provide a detailed description of the methodology applied within the thesis, by providing clearer insights regarding its development and organization. Thereupon, the thesis is divided into five steps, thus being:

- 1) - Decision of the research topic and aim of the thesis
- Establishment of the research question
- 2) - Research done on existing literature
- 3) - Construction of the interview questions
- Execution of interviews
- 4) - Examination, summarization and analysis of the interviews
- Conclusion of the interviews
- Additional literature research
- 5) - Conclusion of the thesis

Whereas, finding a research topic as well as determining several connected goals remains to be the starting point. Followed by the establishment of relevant research questions and a regarding hypothesis. Accordingly, the literature review is scheduled second and presents a profound amount of secondary data dispositioned in journals, books, conference reviews for instance. Furthermore, the literature research is of fundamental importance as it assists in the formulation of the interview questions. Whereas the formulation of those questions as well as the following execution of the overall interviews represents the third step. Fourthly, the interviews will be evaluated, summarized and precisely analyzed. Subsequently, the results will be concluded, and an additional literature research will be done, if necessary. The formulation of the overall conclusion of the thesis will then be the last step of the thesis.

3.1 Aim

The main aim of the thesis is to determine several individual motivational and self-management methods as well as to consider the human biochemical structure to enhance team performance and simultaneously contribute to the construction of a psychological work environment which encourages the attainment of individual and collective goals. Accordingly, several secondary aims have been developed in order to assist in the attainment of the main goal. Thereupon, it is to shed further light on how

several motivational as well as self-management methods impact team performance and the work environment. Additionally, the thesis aims to provide more information about how the human biochemical structure impacts team performance and the work environment. Whereas the focus lies on five hormones being Oxytocin, Serotonin, Dopamine, Endorphin and Cortisol, the circumstances of triggering or avoiding the release of such at the workplace and their respective impact on performance and the work environment.

3.2 Research Design

According to Creswell, there are three research approaches namely qualitative, quantitative and mixed methods (2014). Whereas research approaches are to be understood as procedures used in research that start from a wide postulation until specific and complete practice of data gathering, analysis followed by an evaluation and interpretation of the data collected (Creswell, 2014). Consequently, each research approach contains its own procedures of inquiry, also called Research Designs and research methods (ibid.).

- The quantitative research approach is investigating theories by exploring the links between variables. Whereas the variables are of numerical nature, thus being able to be tested through statistical techniques. Quantitative research usually uses closed-ended questions when examining data. The procedures of inquiry within this approach are either experiments or surveys. Subsequently, quantitative research methods are planned and must be measured through the use of instruments, which makes a statistical analysis and interpretation of the results most suitable.
- The qualitative approach is applied when examining and comprehending connotation of individuals with respect to a particular social issue. Consequently, the topics are rather complex and great value is put on individual meaning of the participants. Thereupon, the questions asked are rather open-ended, whereas the results of the inquiry are being interpreted by the researcher. The procedures of inquiry are narrative research, phenomenology, grounded theory, ethnographies or case study.

- The mixed methods approach is a combination of both approaches, meaning that qualitative as well as quantitative data is being collected. This serves the purpose of providing a better and more thorough picture compared to the adoption of any single style at the time. The forms of inquiry within a mixed method approach are either, convergent, explanatory sequential, exploratory sequential, transformative, embedded or multiphase. The research methods used are both pre-set as well as emerging. Furthermore, a mixed method approach asks open and closed ended questions and therefore includes various types of data drawing on every possible option. Furthermore, it makes statistical as well as text analysis possible and therefore allows interpretations to be done among several databases.

(Creswell, 2014)

Accordingly, a qualitative approach was chosen in this thesis. Thereupon further light is shed on the different Research Designs that can be adopted within the qualitative approach.

Narrative research	This specific research design evolved from humanity studies in which the researcher intends to gather descriptions of individuals with respect to their lives and past experiences. The researcher then develops a new story out of what has been told. Furthermore, it can happen that different story lines collected, then get compared to the researcher's own opinion or experiences.
Phenomenology	Includes both areas of philosophy and psychology, in which the investigator usually conducts interviews with particular individuals that share their perspective and opinions regarding a specific event or phenomenon. The researcher then uses that knowledge to further describe the event.
Grounded Theory	Is considered to be a type of sociology, in which the researcher establishes a hypothetical assumption regarding a specific field of interest and intends to analyze it with the assistance of examining conversations among individuals exchanging information about that topic.
Ethnography	A research design acquired from anthropology and sociology, in which the investigator intends to interpret particular human activities or behaviors in a collective, through observation. Moreover, Interviews can be conducted if needed.
Case study	This particular research design is used when the researcher intends get extensive information about a specific instance, situation or activity from either an individual or a group of people. Whereas the cases can be time limited. Therefore,

	the researcher must take the time window into account when conducting the research. Whereas several data collection techniques can be applied with this particular research design.
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Table 12: List of qualitative research designs

Source: Creswell, 2014

Thereupon, the researcher chose a phenomenological research design, which includes the conduction of interviews, especially expert interviews. For this reason, experts in the fields of team management and biochemistry, will be interviewed to gain deeper insights into their experiences and to further evaluate if theory actually meets reality. Whereas Bogner defines experts as “people who have extensive knowledge in a particular field” (2009, p. 2).

3.3 Unit of Analysis

This thesis is built around two units of analysis (Sheppard, 2020). Whereas a unit of analysis is generally defined as what someone would refer to as the main focus of a research (ibid.). The first unit of analysis is represented by the literature review, while expert interviews serve as second. Although the second unit of analysis consists out of two different section, as the experts were divided into two areas.

1. Experts in team management
2. Experts in the field of biochemistry encompassing the release of hormones

Thereupon, information and insights gained from the literature review were used to build the interview questions. Whereas the expert interviews serve as either a confirmation or disconfirmation of theory with regard to practice as well as if the combination of motivation and self-management methods together with the intentional hormone triggering can be implemented to boost team performance and simultaneously contribute to a better work environment.

3.4 Data Collection and Analysis

The interviews aim to reach 5 experts. Whereas three experts in the field of team management are questioned as well as three experts in the field of biochemistry. The questions will be either asked in English or German, depending on the command of English of the interviewee. Due to the Covid-19 pandemic the interviews are planned to happen online via any platform that is most convenient for the interviewee. Moreover, the interview will be recorded and then transliterated. This will make it easier to evaluate, categorize and prepare the results for analysis. Whereas the analysis is going to follow one specific structure, in which all expert responses regarding one specific question are put in a table and thus, then being compared in order to examine patterns and correlations that might evolve between the methods analyzed. Additionally, the insights gained from the interviews will then be compared to the literature research done, in order to evaluate if theory matches reality, as well as to eventually contribute to existing literature and further provide knowledge about how to successfully manage a team.

3.5 Participants

3.5.1 Selection Criteria

The knowledge of an expert is considered to be of an analytical structure and simultaneously includes its constructive power (Bogner, 2009). For this reason, expert interviews are of crucial importance to the research. Subsequently, the conduction of the interviews along with the selection of the interviewees were executed with great care.

3.5.2 Construction of the Interviews

Qualitative interviews are conducted either face-to-face with participants, via the telephone or within a focus group (Creswell, 2014). However, as the Covid-19 pandemic is still causing issues regarding face-to-face meetings, the interviews will be held either online or over the telephone. In general, interviews serve the purpose of exploring perspectives on particular ideas or programs as well as to present context to other data in order to provide a more thorough picture (Boyce & Neale, 2006).

Disadvantages are for instance that participants give biased responses due to their stake in the project or field of research. Further, interviews can be time intensive and the interviewer must be trained in interviewing techniques (ibid.). However, the advantages of Interviews are that they provide information in more detail than other methods. Also, a calm and more relaxed atmosphere is provided in which the information can be collected (Boyce & Neale, 2006). The questions will be either asked in English or German, depending on the command of English of the interviewee. Due to the Covid-19 pandemic the interviews are planned to happen online via any platform that is most convenient for the interviewee. Interviews can be structured in several ways, thus being:

Type	Explanation
Unstructured	Hardly any to no pre-developed questions
Semi-structured	Pre-developed questions to direct the interview but still provides space for additional questions if needed
Structured	Pre-developed questions and strict structure. No flexibility possible.

Table 13: Three types of interviews

Source: (Hopf, 2004)

Thereupon, the researcher chose a semi-structured interview type as it allows more flexibility in form of follow-up questions in case something is either not clearly understood or information needs to be added, as team management together with the human biochemical conditioning are two very complex and broad concepts.

The main aim of each question asked within the interview was to advance the researchers understanding of the topics of interest, as well as to check for similarities among the experts that have been interviewed.

In addition, both open-ended as well as closed-ended questions were asked. Whereas closed ended questions were used in order to get straight forward answers regarding particularly important key questions. Subsequently, open-ended questions were asked in order to get detailed answers with respect to broader areas of interest.

Question Block 1

1. **Please state your name** (*Bitte nennen Sie Ihren vollen Namen*)
2. **Please state your age** (*Bitte geben Sie Ihr Alter an*)
3. **Please state your nationality** (*Bitte geben Sie Ihre Nationalität an*)
4. **Please state your occupation** (*Bitte geben Sie Ihre Berufsbezeichnung an*)
5. **Please state your current position** (*Bitte geben Sie Ihre aktuelle Position an*?)
6. **Please state your current workplace** (*Bitte geben Sie Ihren aktuellen Arbeitsplatz an?*)
7. **How long you have been working in this field** (*Wie lange arbeiten Sie schon in diesem Bereich?*)

By asking these questions, several aims were fulfilled. First of all, these questions served as an easy and smooth introduction into the interview setting. Furthermore, they presented information about each participant's background and thereupon further demonstrated the respondent's expertise regarding the fields of either team management or biochemistry.

8. How would you describe motivation? / *Wie würden Sie Motivation beschreiben?*

This question was asked to determine if motivation is understood in the same manner among the experts working across different industries.

9. On a scale from 1-10 (1 not at all – 10 extremely) / *Auf einer Skala von 1-10 (1 überhaupt nicht – 10 extrem)*

a) When wanting to improve team performance and the overall working environment, how important is motivation as a tool? / *Wie wichtig ist Motivation als Instrument, um die Teamleistung und das allgemeine Arbeitsumfeld zu verbessern?*

The purpose of posing that questions was to find out **to what extent** the experts directed the same ranking towards motivation as a significant driver for increasing team performance and the work environment across industries. Furthermore, that question is a fundamental importance to the study as it determines the extent to which the experts think that motivation impacts team performance and the work environment respectively.

b) Do you think that an increase in team performance directly leads towards a more efficient work environment within that team? / Wie sehr sind Sie der Meinung, dass eine Steigerung der Teamleistung direkt zu einem effizienteren Arbeitsumfeld innerhalb dieses Teams führt?)

This question was asked in order to find out, if the overall performance of a team directly impacts the work environment within that group positively and if the responses among experts are consistent with each other. Moreover, if team performance directly leads towards a more efficient work environment, then increasing team performance is all it needs, to establish a more efficient work environment.

c) Oxytocin, Serotonin, Dopamine and Endorphin are hormones that make human's feel good. Do you think they boosts cooperation among people and consequently lead towards a better social environment? / Oxytocin, Serotonin, Dopamin und Endorphin sind Hormone die Wohlbefinden unter den Menschen hervorbringen. Wie sehr sind Sie der Meinung, dass sie die Zusammenarbeit zwischen Menschen fördern und folglich zu einem besseren sozialen Umfeld führen?)

Reasons for that ponder were to observe to what extent all the experts interviewed think that these hormones affect social behavior and consequently contribute either positively or not at all towards a better social environment.

d) In your opinion, do the above-mentioned hormones impact the performance of a team overall? / Wie sehr beeinflussen die oben genannten Hormone Ihrer Meinung nach die Leistung eines Teams?

This question followed a similar reasoning as question 9c, however addressed the team performance instead of the work environment.

Question Block 2

10. On a scale from 1-10 (1 not at all – 10 extremely), how would you rate the impact of cooperation (teamwork) on the performance of individuals? / *Auf einer Skala von 1-10 (1 überhaupt nicht – 10 extrem), Wie würden Sie die Auswirkung der Kooperation (Teamarbeit) auf die Leistung von Einzelpersonen bewerten?*

11. On a scale from 1-10 (1 not at all – 10 extremely), how would you rate the impact of cooperation (teamwork) on the performance of the group overall? / *Auf einer Skala von 1-10 (1 überhaupt nicht – 10 extrem), Wie würden Sie die Auswirkung der Kooperation (Teamarbeit) auf die Leistung der Gruppe insgesamt bewerten?*

Both questions intended to give answers to what extent the overall teamwork impacts individual performance as well as team performance. Consequently, if cooperation affects individual performances as well as team performance, then cooperation needs to be further boosted.

12. In what way does constant stress impact team performance and the work environment? / *Inwiefern wirkt sich ständiger Stress auf die Teamleistung und das Arbeitsumfeld aus?*

The reason behind asking that question was to determine how each expert evaluates stress with respect to team performance and the work environment either positively, not at all or negatively. Furthermore, the question is linked to the hormone Cortisol and its impact, as Cortisol is the hormone that causes the feeling of being stressed. Nevertheless, stress is better understood among the general set of experts that have been interviewed and therefore promised better responses than by asking about Cortisol itself.

13. How do you try to avoid or minimize stress (among your employee's)? / *Wie versuchen Sie Stress (bei Ihren Mitarbeitern) zu vermeiden oder zu minimieren?*

Question thirteen intended to add more information about different methods of stress and consequently Cortisol reduction among each respondent. This question specifically addresses self-management methods used in combination with Cortisol reduction techniques put in place.

14. Employee needs (Mitarbeiterbedürfnisse):

a) Do you determine the needs of your employees? If yes, how? (Ermitteln Sie die Bedürfnisse Ihrer Mitarbeiter? Falls ja, Wie?)

b) If their needs are satisfied, what impact does this have on the individual and team performance? / Wie wirkt sich Ihrer Meinung nach, die Befriedigung dieser Bedürfnisse auf die individuelle und Gruppenleistung aus?

Question 14a had the purpose of showing if the experts actually determine the needs of their employees. Furthermore, the question intended to generate more insights into how different experts determine the needs of their employee's if they do at all.

Question 14b evaluated the expert's opinion on whether the satisfaction of needs impact individual and team performance among their employees and consequently demonstrates if it is important to consider when trying to boost individual and team performance.

15. Does collective need satisfaction among employees affect the overall work environment positively? / Beeinflusst die kollektive Bedürfnisbefriedigung der Mitarbeiter Ihrer Meinung nach das gesamte Arbeitsumfeld positiv?

Similar, question 15 intended to explore if the collective satisfaction of employee's needs leads towards a better work environment.

16. On a scale from 1-10 (1 not at all – 10 extremely), does having clearly defined team goals guarantee effective teamwork? / Auf einer Skala von 1-10 (1 überhaupt nicht – 10 extrem), Wie sehr gewährleisten klar definierte Teamziele eine effektive Teamarbeit?

Reasons for that ponder were to examine to what extent each expert thinks that clearly defined team goals contribute to effective teamwork.

17. How would you define emotional intelligence? / Wie würden Sie emotionale Intelligenz definieren?

Emotional intelligence is a broad concept and therefore leaves space for individual interpretation. That question was asked in order to check if responses are more or less similar to each other in order to know if the concept is understood or if it needs further explanation before being implemented at the workplace.

18. On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence increases: / Auf einer Skala von 1-10 (1 überhaupt nicht – 10 extrem), Wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach:

- **the team performance? (die Teamleistung?)**

That question examined on whether the experts think that emotional intelligence among team members increases team performance.

- **the work environment? (das Arbeitsumfeld?)**

Accordingly, it was to find out if emotional intelligence impacts the work environment respectively.

19. In your opinion, how can workplace communication be improved to increase team performance and simultaneously contribute to a better work environment? / Wie kann Ihrer Meinung nach, die Kommunikation am Arbeitsplatz verbessert werden, um die Teamleistung zu steigern und gleichzeitig zu einem besseren Arbeitsumfeld beizutragen?

Question 19 had the purpose of adding more knowledge about how experts practice communication at their workplace and thereupon serves as further content generation to the research already done.

20. What is good and effective leadership? / Wie sieht gute und effektive Führung für Sie aus?

Effective leadership can be interpreted differently among individuals, especially among individuals working in different areas or industries. Due to that reason the

question was asked, not only to identify if answers given are similar but also if there are differences made between different industries.

21. In your opinion, what leadership soft skills proved to be positively impacting team performance and work environment respectively? / Welche Führungskompetenzen haben sich Ihrer Meinung nach positiv auf die Teamleistung bzw. das Arbeitsumfeld ausgewirkt?

Reasons for that ponder were to find out additional soft skills that the experts thought are important in order to improve team performance and the work environment.

22. Do you have any other suggestions on how to further improve team performance and the work environment respectively? / Haben Sie weitere Vorschläge zur Verbesserung der Teamleistung und des Arbeitsumfeldes?

Successful team management by improving its performance and work environment simultaneously, is a broad discipline and therefore has more measures that can contribute to a better implementation of such. Question 22 intended to further provide knowledge regarding that discipline.

Question Block 3

23. How can Oxytocin be triggered at the workplace? / Wie kann Oxytocin am Arbeitsplatz ausgelöst werden?
24. What methods do you suggest when trying to boost the Serotonin level at a workplace? / Wie kann Serotonin am Arbeitsplatz ausgelöst werden?
25. How can Dopamine be triggered at a workplace? / Wie kann Dopamin am Arbeitsplatz ausgelöst werden?
26. What ways would you suggest to additionally trigger Endorphin release at a workplace? / Wie kann Endorphin am Arbeitsplatz ausgelöst werden?

Questions 23 to 26 were asked in order to add further knowledge to the research already done. In addition, they will show if the experts knowledge matches with the information gathered in the literature review.

27. Can you think of any long-term consequences related to high levels of feel-good hormones such as Oxytocin, Serotonin, Dopamine and Endorphin? / Können Sie sich langfristige Konsequenzen vorstellen, die mit einem hohen Level an Wohlfühlhormonen wie Oxytocin, Serotonin, Dopamin und Endorphin verbunden sind?

It is not only how to trigger / avoid these hormones within the workplace, but one must also be familiar with the consequences of having too much of these in order to guarantee well-being among the work force. That is the reason why this question was asked.

28. Do you think that purposely minimizing the Cortisol level at a workplace would positively or negatively contribute to a better and more efficient social environment? / Glauben Sie, dass eine gezielte Minimierung des Cortisolspiegels am Arbeitsplatz positiv oder negativ zu einem besseren und effizienteren sozialen Umfeld beitragen würde?

Stress has positive as well as negative aspects. Therefore, question 28 had the purpose of determining if the minimization of the level of Cortisol positively or negatively affects the efficiency of a social setting.

29. What methods do you suggest when trying to reduce the Cortisol level at the workplace? / Welche Methoden schlagen Sie vor, wenn Sie versuchen, den Cortisolspiegel am Arbeitsplatz zu senken?

That question determined if there are any differences in the responses made, compared to question 13, which asked what the experts do to minimize or avoid stress.

30. Are there methods of measuring the hormone levels and do you think it is possible to implement that at the workplace? / Gibt es Methoden zur Messung des Hormonspiegels und halten Sie es für möglich, dies am Arbeitsplatz umzusetzen?

The reason behind that question was to see if methods exist and if the experts agree on the possibility of implementing such measures at a workplace.

31. Do you think it is possible to trigger the release of such hormones at the workplace to have a positive effect on motivation and satisfaction? (*Halten Sie es für möglich, die Freisetzung solcher Hormone am Arbeitsplatz auszulösen, um die Motivation und Zufriedenheit positiv zu beeinflussen?*)

This question was asked in order to determine if these hormones positively affect motivation and satisfaction respectively, as this further proves their importance.

32. If yes, how? (*Falls ja, wie?*)

Questions 32 again asked on how to trigger these hormones collectively as the experts might think of different scenarios at this point in time as the interview is about to be done and they had some time to think about further options.

4 Summary and interpretation of the interviews

In the following part, the results with respect to every question asked, are summarized and interpreted by the researcher. In addition, the findings will be compared to the literature reviewed. In total three team management experts and two biochemical experts have been interviewed. However, the biochemical experts were asked all questions, even the ones specially tailored for team management, as their opinion on the matter of team management was also of interest to the researcher.

Question Block 1

Category	Name	Age	Nationality	Occupation	Workplace	Work experience in years
Team management	N. Tack	40	German	Hr manager	Volkswagen AG	2,5
Team management	G. Ziegler	50	German	Head of Service market Germany	Audi AG	15
Team management	D. Bedei	56	German	CEO, Benteler Group	Paderborn, Homeoffice	16
Biochemistry	A. M. Wallis	52	German	Pharmacist	Sonnenapotheke, Ingolstadt	28
Biochemistry	Dr. H. Tavs	55	German	Head doctor of MAN Truck & Bus	MAN Truck & Bus, Munich	20

Table 14: Participants of Interviews

Referring to table 14, one can see that three experts in team management were interviewed, while only two within the biochemical field responded. This implies that the responses given with respect to the team management questions tend to be more detailed compared to the responses given with regard to biochemistry. Furthermore, four out of the five participants were male and only one was female. This is indicating that the opinions and experiences shared are rather skewed towards male perspectives rather than female ones. Moreover, the participants were between 40 –

56 years old, meaning that the perspectives of people older than 56 years as well as people younger than 40 years were not taken into account. Thus, impacting the quality of the results gathered. Furthermore, all interviewees were German. Subsequently, other cultures perspectives and opinions were not evaluated, thus further impacting the quality of the responses. Also, most interviews were done in German instead of English in order to avoid information getting lost in translation. Nevertheless, the interview questions were originally formulated in English, were then translated into German, whereas the responses were translated back into English. Consequently, impacting the validity of the responses, however the researcher evaluated those with great care in order to avoid information getting lost or misinterpreted. In addition, three out of five respondents were working in the automobile industry which potentially shaped their answers in one way or another and consequently impact the diversity of the results. Although, Mr. Tavs position is especially important to the research as he connects the medical, biochemical field and its perspectives with the corporate perspective due to him being the head doctor at MAN Truck and Bus. Ms. Wallis was chosen as she is working in the pharmaceutical industry and therefore possesses extensive knowledge in the area of dietary supplementation with respect to hormonal triggering. Moreover, Mr. Bedei is working within the metal industry, thus further diversifying the responses as working in a different industry might open up different perspectives. Whereas Mr. Tack and Mr. Ziegler are both employed within the automobile industry, however at completely different positions and at different companies and thereupon provide extensive knowledge about the matter. This is due to the automobile industry being a very complex industry in which teamwork is highly needed and practiced. Especially Mr. Tack possesses crucial knowledge about team management related issues as he is the HR manager of Volkswagen AG Germany. One other thing is that most respondents have at least 15 years of work experience, which unquestionably affects the quality and diversity of the responses given. Whereas Mr. Tack has only been working in this position for the last 2,5 years, he specially indicated that he is an educated Hr manager with prior experience in similar positions.

How would you describe motivation?

Tack	- Motivation should be intrinsic, i.e. intrinsic values should at least predominate (...). - Of course, the extrinsic factors such as pay, job, environment, etc. must also be present. However, real motivation for me is intrinsically related.
Ziegler	- When you enjoy doing something. If you are not in a bad mood, when doing something. If you are happy and “motivated” in doing something, that is motivation.
Bedei	- Motivation is a motor that drives me to carry out a certain action, to initiate a certain activity and to achieve a certain goal. Motivation can be intrinsically because you like to cook or ride a motorcycle for instance. - But there can also be external incentives such as receiving praise, avoiding blame, earning money.
Wallis	- To develop enthusiasm to achieve a goal.
Tavs	- Motivation is based on the voluntary nature of doing something that, if in doubt, is also fun afterwards. - There is also a certain satisfaction in the word motivation. You do something and somehow hope to be happier or more satisfied. - (...) can be intrinsic or extrinsic

Table 15: How would you describe motivation

Most interviewees had the same idea about motivation as several mentioned that it can either be intrinsic or extrinsic. However, intrinsic motivation clearly showed to be more dominant and valued among the participants. Nevertheless, extrinsic motivation needs to be taken into account as well. Generally, the responses given, did not differ when being compared to existing literature. However, one needs to consider the age with respect to the responses given, as motivation can be understood differently among generations.

On a scale from 1-10 (1 not at all – 10 extremely), when wanting to improve team performance and the overall working environment, how important is motivation as a tool?

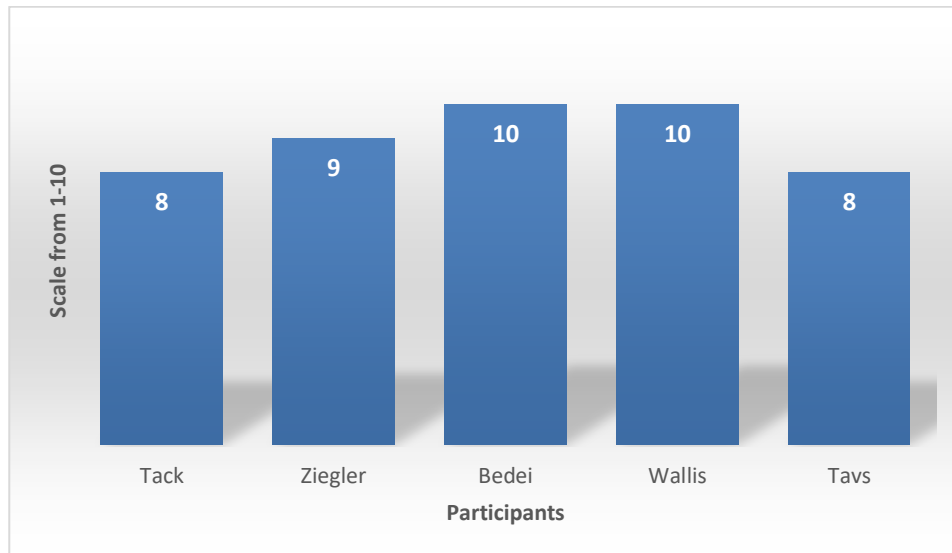


Figure 7: On a scale from 1-10 (1 not at all – 10 extremely), when wanting to improve team performance and the overall working environment, how important is motivation as a tool

Figure 7 clearly shows that all respondents dedicate a great importance to motivation as a tool to increase team performance and the overall work environment. In fact, the significance of motivation did not change with respect to the different industries the participants are working in. Nevertheless, that opinion can differ among generations. The literature reviewed, as well demonstrates the importance of motivation with regard to its impact on team performance and the work environment (Bessell et al., 2002).

On a scale from 1-10 (1 not at all – 10 extremely), do you think that an increase in team performance directly leads towards a more efficient work environment within that team?

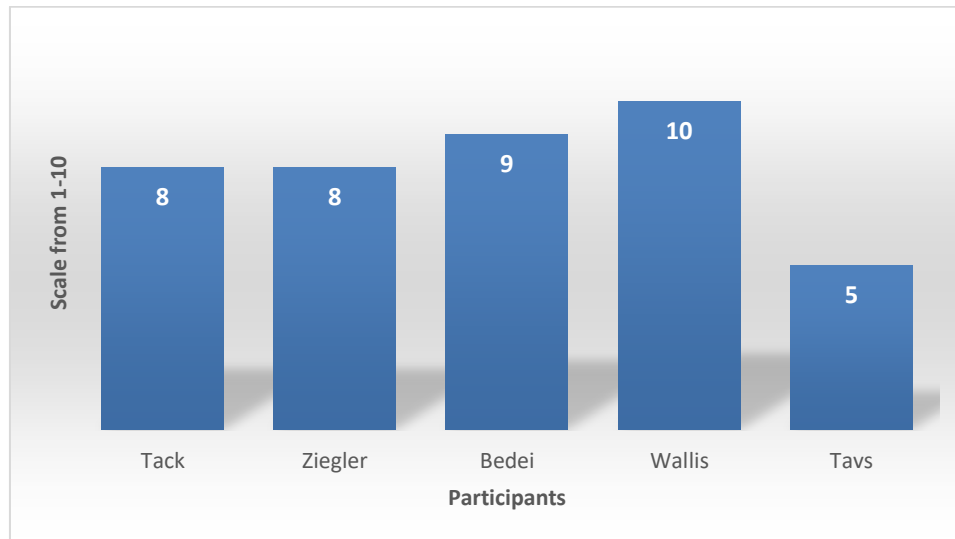


Figure 8: On a scale from 1-10 (1 not at all – 10 extremely), do you think that an increase in team performance directly leads towards a more efficient work environment within that team

Most interviewees thought that an increase in team performance directly leads towards a more efficient work environment within that team. All three team-management experts either dedicated an 8 or 9 on the scale, whereas one of the biochemical experts was not sure about the impact and therefore gave a lower score. The reason for that were, that the expert thought that a more efficient work environment leads towards a better team performance however not the other way round. The research is also not clear about, if or how team performance affects the work environment overall. Thus, indicating a research gap.

On a scale from 1-10 (1 not at all – 10 extremely), Oxytocin, Serotonin, Dopamine and Endorphin are hormones that make human's feel good. Do you think they boosts cooperation among people and consequently lead towards a better social environment?

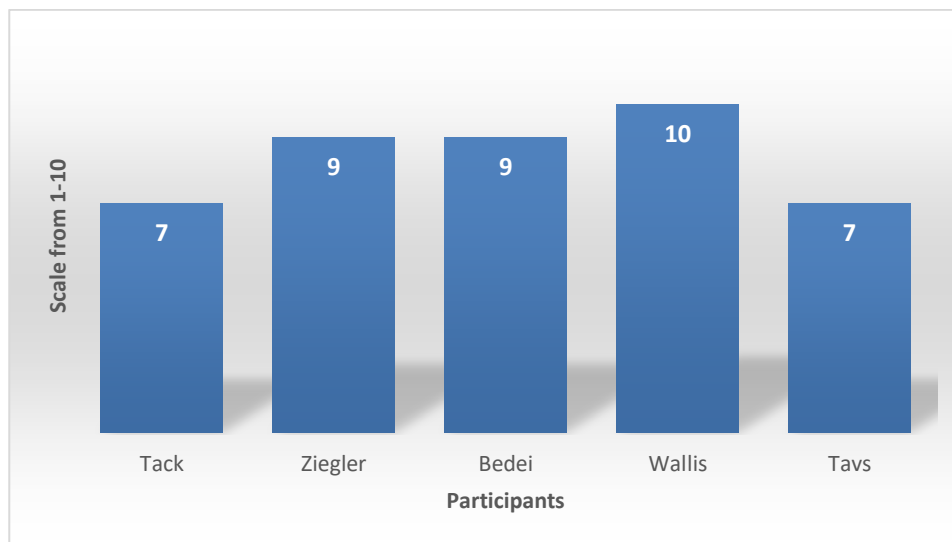


Figure 9: On a scale from 1-10 (1 not at all – 10 extremely), Oxytocin, Serotonin, Dopamine and Endorphin are hormones that make human's feel good. Do you think they boosts cooperation among people and consequently lead towards a better social environment

According to figure 9, the participants do think that Oxytocin, Serotonin, Dopamine and Endorphin boost cooperation among people and consequently lead towards a better social environment. Moreover, the literature also confirms the findings as hormones are essential with regard to interpersonal processes and relationships (Bartz et al., 2019).

On a scale from 1-10 (1 not at all – 10 extremely), In your opinion, do the above-mentioned hormones impact the performance of a team overall?

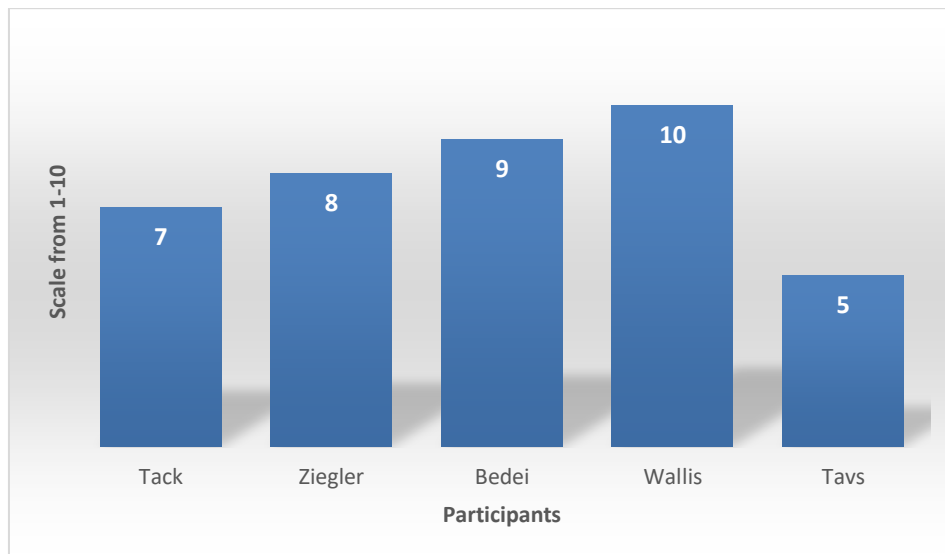


Figure 10: On a scale from 1-10 (1 not at all – 10 extremely), In your opinion, do the above-mentioned hormones impact the performance of a team overall

Figure 10 clearly indicates that the expert opinions differed from each other. By only looking at the responses of the biochemical experts, no clear conclusion can be drawn. Thus, indicating that hormones were never linked with team performance before. It was also stated that the influence of these hormones is rather indirect, which was also the reason for the smaller score. Also, the literature does not provide any information about the direct impact of these hormones on team performance, thereupon clearly indicating a research gap. Nevertheless, Oxytocin, Serotonin, Dopamine and Endorphin, all have indirect influences, as the literature review clearly states.

On a scale from 1-10 (1 not at all – 10 extremely), How would you rate the impact of cooperation (teamwork) on the performance of individuals?

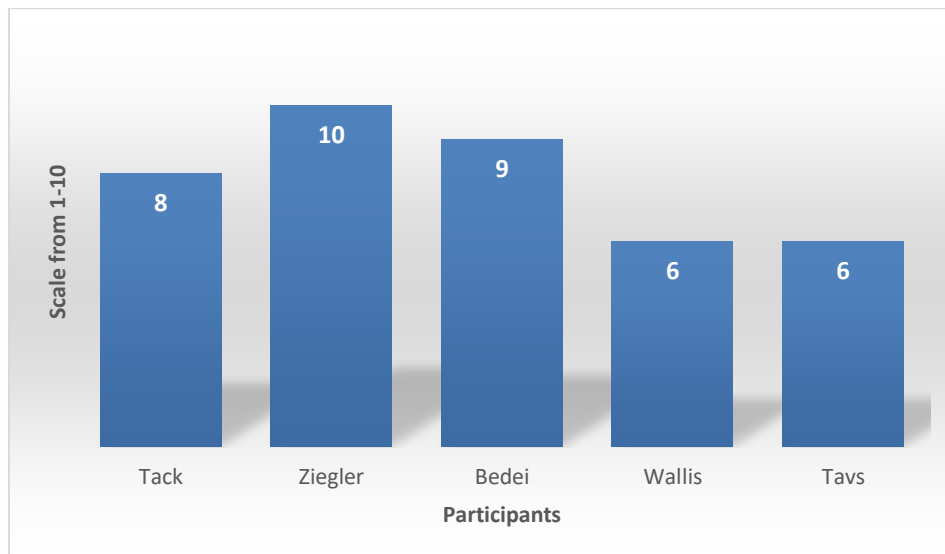


Figure 11: On a scale from 1-10 (1 not at all – 10 extremely), How would you rate the impact of cooperation (teamwork) on the performance of individuals

Figure 11 reveals whether the experts thought that cooperation impacts individual performance. All three team-management experts strongly agreed with cooperation having an impact on individual performance while both biochemical experts indicated rather mediocre values. Hence, implying that different professions view the impact of cooperation on individual performance differently. Whereas, both biochemical experts rather gave lower scores than each manager. Nevertheless, literature clearly indicates that cooperation does influence individual performance (Shahzadi et al., 2014).

On a scale from 1-10 (1 not at all – 10 extremely), How would you rate the impact of cooperation (teamwork) on the performance of the group overall?

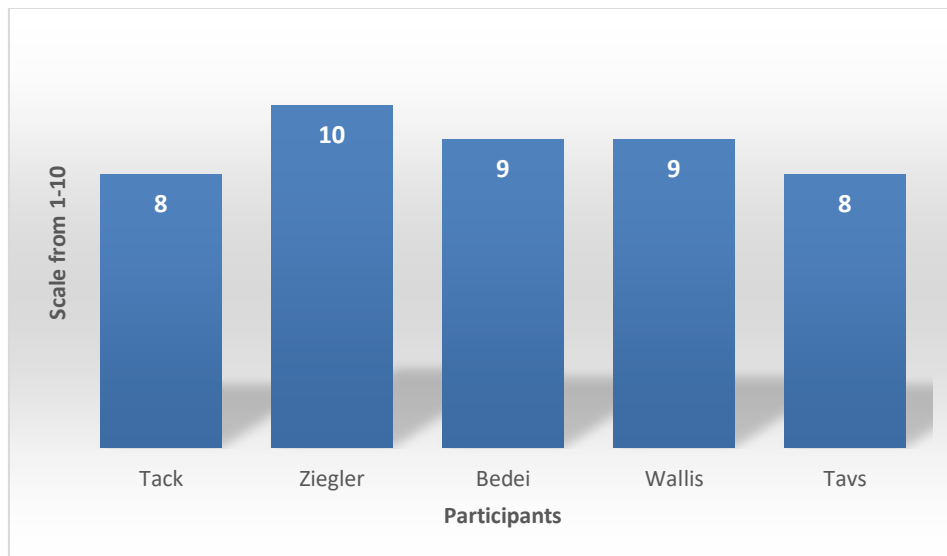


Figure 12: On a scale from 1-10 (1 not at all – 10 extremely), How would you rate the impact of cooperation (teamwork) on the performance of the group overall

Figure 12 demonstrates that cooperation among people clearly impacts the performance of the group overall. The impact of cooperation on the performance of the group overall is acknowledged among different genders, ages and industries as Figure 12 indirectly indicates. When comparing the results with the literature, identical results were found.

In what way does constant stress impact team performance and the work environment?

Tack	- Stress definitely impacts performance, however it is always subjective. One might be comfortable under stress, while the other cannot deal with it at all. Therefore, a manager always needs to be aware of his or her employees and their resilience and act accordingly.
Ziegler	- If stress is permanent, it will have a negative impact. - However, if stress is only temporary, it has the potential to push teamwork.
Bedei	- Ad hoc, negatively. Stress means tension. Stress means too much work, too complex work. Mistakes happen and mistakes are then delegated to others in order to avoid blame or a sense of guilt.
Wallis	- Aggression, irritability, fatigue. It is generally rather bad.
Tavs	- Permanently negative of course. (...) However, one has to differentiate between Eustress and Distress, whereas Eustress is a positive form of stress while distress is rather negative. So, it does not work without stress. (...) The balance between eustress and

	distress is of course very narrow and very different from one person to another.
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Table 16: In what way does constant stress impact team performance and the work environment

Generally, all participants agreed on the fact that constant stress rather impacts team performance and the work environment negatively. Nevertheless, more than half of the respondents also pointed out, that stress has positive attributes in the short term. Whereas one must differentiate between distress and eustress as mentioned. In addition, it was as well pointed out, that each individual responds differently to stress and a manager needs to be aware of his or her employees stress resilience and act appropriately. With respect to the reviewed literature, identical information was found.

How do you try to avoid or minimize stress?

Tack	<ul style="list-style-type: none"> - Through Organization and good time management. - Through the optimization of appointments with my secretariat in order to be able to better plan the importance of appointments. - Prioritization of what I need, when I need it and from whom I need it. - (...) looking ahead (...) and not just live from hand to mouth. - (...) planning is essential. - You have to keep an eye on your calendar and classify the importance of the appointments.
Ziegler	- I do a lot of sports (...), watch something trivial on Netflix.
Bedei	-
Wallis	- walking my dog, 5-10 minute breaks, reading or just closing eyes for 10 minutes. If possible once in before lunch and once after.
Tavs	<ul style="list-style-type: none"> - I think work experience helps - (...) sport however that can vary among each person. - (...) through resilience training

Table 17: How do you try to avoid or minimize stress

The experts interviewed have proposed several ways of how to minimize stress. Thus, being an effective time management and planning as well as a prioritization of tasks. In addition, physical exercise and resting have been listed. Moreover, stress resilience training was suggested.

The literature review proposes similar methods, however also adds other methods, such as meditation or mindfulness-based stress reduction to just name a few (Varvogli & Darviri, 2011).

It seems that every individual deals with stress differently and has its own methods on how to reduce it, which implies that there are a lot of methods available in order to do so. Thereupon, stress management is rather subjective as every individual has its own ways on how to handle stress.

How do you try to avoid or minimize stress among your employees'?

Tack	<ul style="list-style-type: none"> - (...) through clear guidelines. (...) stress cannot be avoided, especially when time constraints are tight. If that happens however, I try to keep a certain balance by creating transparency among my employees. (...) This also helps to minimize the stress factor. - The stress factor can also be minimized by me saying that I will take full responsibility of what my employees are working on. In that case I stand in front of my employees to protect them.
Ziegler	<ul style="list-style-type: none"> - I try to bring them into a situation in which they have fun and enjoy their job. (...) It is important that each team member knows that mistakes are ok. Also, we value transparency a lot. In addition, honesty is very important. - (...) happy employees perform better than unhappy ones. Whereas unhappy ones just tend not to deliver and once someone does not deliver or perform good, a chain reaction might occur, affecting the whole team.
Bedei	<ul style="list-style-type: none"> - I trust my employees. - (...) By giving them freedom - (...) I try to allow a lot of self-organization, provided that this is operationally possible and nothing speaks against it. - (...) to strive for a common target agreement. - (...) Avoid being loud, being tolerant to mistakes. - (...) Showing appreciation and kindness
Wallis	<ul style="list-style-type: none"> - By trying to automate more and thereby relieve my employees of stress. Besides, I encourage and try to build them up. I also briefly take over their area in the pharmacy to give them a few minutes for themselves.
Tavs	<ul style="list-style-type: none"> - to communicate tasks and team performances in an open and transparent way. - (...) you have to know your people in order to recognize if someone is overwhelmed and as a response, reacts to it with distress for instance. - (...) the work environment is important

Table 18: How do you try to avoid or minimize stress among your employees'?

Based on the result shown in table 18, most experts think that by creating transparency stress can be minimized. Furthermore, some indicated that by providing the employees with more autonomy, stress is further reduced. By showing appreciation and kindness as well as providing encouragement, employee's needs for

relatedness and competence are satisfied, which consequently minimizes stress. In fact, this is backed up by literature as social support reduces stress among people (McEwen, 2008). Nevertheless, as table 18 also indirectly demonstrates is that there are many methods of how to reduce stress among employees, however one must know what works best for each employee as not every method works for everybody.

Employee needs: Do you determine the needs of your employees? If yes, how?

Tack	<ul style="list-style-type: none"> - Yes. I determine the needs of my employees through individual conversations. - Also, by doing “private small-talk” such as “How was your weekend”? Or “How was your vacation?”. - As a manager you also have to determine and consider the well-being of your employees. (...) as private matters can also cause stress and consequently impact the work performance. The more I as a manager know about it, the more I can consider it and act accordingly.
Ziegler	<ul style="list-style-type: none"> - Yes, I do. I am permanently talking to my employees. - (...) feedback - open-culture (...) online or offline. - Online through digital “coffee meetings” and at the office I used to have permanent chats with my employees on both a professional and private basis.
Bedei	<ul style="list-style-type: none"> - Through asking questions such as “Is that alright with you or do you have another perspective or idea?” - (...) Management by walking around - (...) Enable freedom and room for maneuver - I try not to regulate that much.
Wallis	<ul style="list-style-type: none"> - (...) satisfying their needs in a monetary way is not effective in my opinion as their demands increase over time (...) - Rather, it is better to praise them and show them recognition.
Tavs	<ul style="list-style-type: none"> - (...) through communication and (...) regular feedback sessions both top-down as well as bottom-up. - (...) through individual and private conversations.

Table 19: Employee needs: Do you determine the needs of your employees? If yes, how

With respect to table 19, all experts do try to satisfy their employee’s needs. Furthermore, communication was mentioned by every expert. That is hardly surprising as needs need to be somehow transmitted in order for someone else to be able to fulfill them. In addition, feedback sessions both top-down as well as bottom-up were stated, as they also create an open culture. Several experts also try to engage in private conversations, as people are also impacted from what is happening outside the workplace. Showing recognition and praising employees has also been mentioned,

as well as trying not to regulate that much and providing more freedom to the employees. When comparing all of that to the literature review, one can say that the experts either intentionally or unintentionally try to satisfy the three basic human needs of self-determination theory. Thus, being the need for autonomy, competence and relatedness. The need for autonomy is being satisfied by less regulation and giving employees more freedom. The need for competence is fulfilled by feedback sessions and by praising and recognizing their actions and behaviors at the workplace, while the need for relatedness can be satisfied by a combination of everything mentioned. Especially through individual and private conversations as it is important to see a person outside of the job as well.

If their needs are satisfied, what impact does this have on the individual performance and team performance?

Tack	- I have personally had very good experiences with that. - (...). As a result, the employees are motivated in a completely different way (...) - Trust is an important component
Ziegler	- (...) individual satisfaction of needs leads directly to a positive mood within the team. It does impact individual performance and team performance respectively.
Bedei	- The environment is more relaxed. - (...) individual performance affects the overall group but the overall performance of the group also affects the individual. (...) that however only works if there aren't any antipathies among team members.
Wallis	- Sometimes I notice that my employees are trying very hard to satisfy their individual needs but that is mostly at the expense of others. That is why I think that overall, it does not have a positive effect.
Tavs	- Quite a lot. - (...) It is important to highlight each individual contribution even if it is a "stupid" activity which needs to be done.

Table 20: If their needs are satisfied, what impact does this have on the individual performance and team performance

According to table 20, all experts, except Ms. Wallis thought that the need satisfaction impacts individual performance as well as team performance. The literature is also very clear about need satisfaction impacting motivation and therefore performance. It is therefore surprising that Ms. Wallis did not think that once the needs of employees are satisfied, their performance increases. One reason for that is, that Ms. Wallis is not an expert in team management, as she is an educated pharmacist.

Furthermore, it can be, that particular workplaces are not constructed in a way to allow particular needs to be satisfied or even lead people to be more egoistic in order to be seen. Moreover, western European cultures tend to be more individualistic than others, implying that the satisfaction of individual needs is fulfilled to a bigger extent, compared to other cultures.

Does collective need satisfaction among employees affect the overall work environment positively?

Tack	- collectively, it is hard to say. Satisfying every employee’s need at every point in time is not feasible. As a manager you also have to say “No” sometimes. - On an individual basis it is feasible but definitely not always on a collective basis.
Ziegler	- Yes, for sure, same in sports. If you have a soccer team which has a good team satisfaction or team spirit, it will impact each individual within that team and leads towards the team being able to deliver outstanding performances.
Bedei	- Yes, I would say so. However, one must say that not every need can be satisfied. Nevertheless, a collective need satisfaction does impact the work environment.
Wallis	- In the short term yes, but that is quickly forgotten and afterwards I have the feeling that more and more is being demanded.
Tavs	- Quite a lot (...). Work performance does not only depend on how happy someone is (...). But there are also private reasons. (...) it is important to see the complete picture as work is not the only factor that impacts the performance. - But anyway, need satisfaction has an impact on team performance and the work environment.

Table 21: Does collective need satisfaction among employees affect the overall work environment positively

Likewise, most experts agreed on the fact that a collective need satisfaction among employees does affect the overall work environment positively. Nevertheless, table 21 also shows that some experts stated, that the satisfaction of needs on a collective basis is not always feasible at every point in time, as every individual has different needs, which cannot always be brought in line with the company’s overall objectives. Present literature indicates similar results as the satisfaction of need does improve the work environment (Jerome, 2013).

On a scale from 1-10 (1 not at all – 10 extremely), Does having clearly defined team goals guarantee effective teamwork?

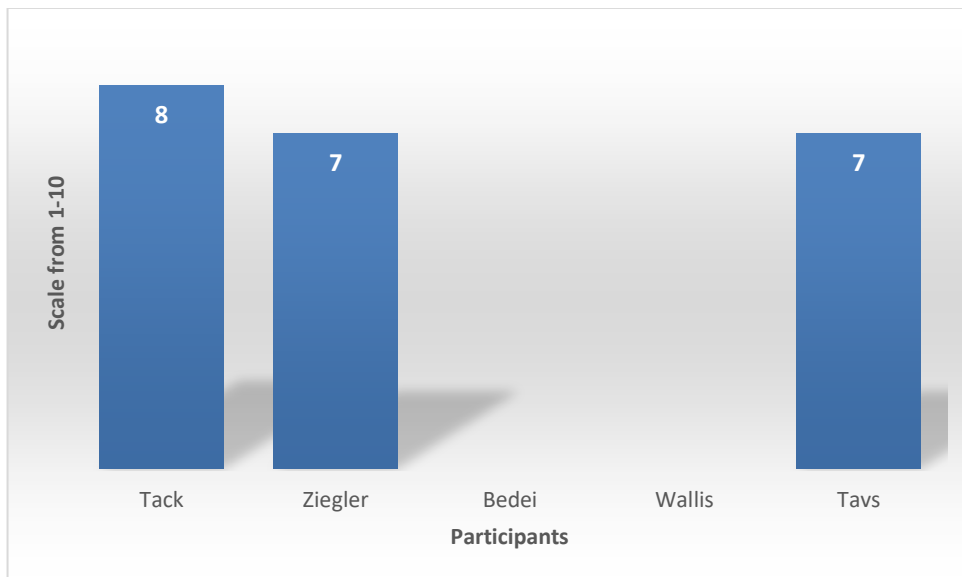


Figure 13: On a scale from 1-10 (1 not at all – 10 extremely), Does having clearly defined team goals guarantee effective teamwork?

As figure 13 illustrates, only three out of 5 interviewees decided to give a score. By looking at the scores, the experts rather gave higher scores, thus implying that the ones who responded, thought that having clearly defined team goals leads towards more effective teamwork. Nevertheless, it was mentioned that having clearly defined goals is not a key factor but rather a contributor. Furthermore, it was said that having goals is important, but it also depends on the company itself. Whereas at a pharmacy, goals are rather hard to clearly define in order to further increase effective teamwork, as stated by the pharmacist. Additionally, having clearly defined goals does not automatically lead towards better and more effective teamwork. Whereas the literature clearly states that clear goals do impact individual as well as team performance as humans in general are goal-driven living entities (Chen & Kanfer, 2006).

Accordingly, the researcher postulates that having clearly defined goals does impact the performance of a team in one way or another, however it is not the main contributor towards increasing team performance.

How would you define emotional intelligence?

Tack	<ul style="list-style-type: none"> - When a topic touches me emotionally and I am still able to cover it up, being professional about it. - (...) I have to be able to differentiate between situations and know when it is appropriate to be emotional and when not. - (...) You have to have yourself under control
Ziegler	<ul style="list-style-type: none"> - If you are able to read people and their needs as well as to be able to control yourself. If you are not an egoist and if you value others and also listen. If you take care of other's needs.
Bedei	<ul style="list-style-type: none"> - It is a special kind of intelligence that is less based on numbers, data and facts but requires much more empathic skills. For example, to perceive what is not said or printed but to perceive what feelings govern others. This can be done by looking at the wording, gesture, facial expression or posture. - Emotional Intelligence involves understanding the perception of others in the right way and being able to control it in a certain way to influence others in order to achieve my goals faster, better or not at all.
Wallis	-
Tavs	<ul style="list-style-type: none"> - Having antennas for interpersonal needs, for one's own needs as well as those of others. Also having empathy or the ability to think into other people.

Table 22: How would you define emotional intelligence

Comparing the results to the literature no major differences are observed. Most experts had a very clear understanding of what emotional intelligence is. Especially all people working within a corporate environment provided similar definitions. Whereas Ms. Wallis is the only person who is not working in a corporate environment. Thus, indicating that people working of a bigger company or corporation receive training with respect to team management, involving emotional intelligence, while others do not.

On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence increases team performance?

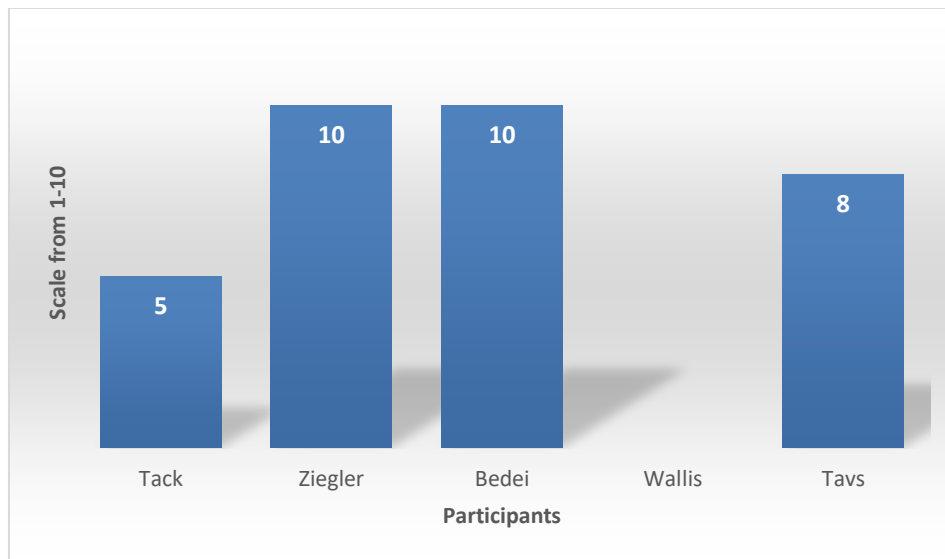


Figure 14: On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence increases team performance

Three out of five interviewees thought that emotional intelligence is increasing team performance, while one of the team-management experts did not dedicated that much importance towards it. Yet, the literature clearly indicates that emotional intelligence is crucial to being successful within a social environment (Brackett et al., ; World Economic Forum; Zeidner et al., cited in Ahmed et al., 2019). Moreover, emotional intelligence does impact team performance (Nasser et al., cited in Ahmed et al., 2019).

By looking at table 14, it can be interpreted that emotional intelligence is not clearly understood with respect to its impact, as one participant did not answer at all, while another rather gave a mediocre value to its importance on team performance.

On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence improves the work environment?

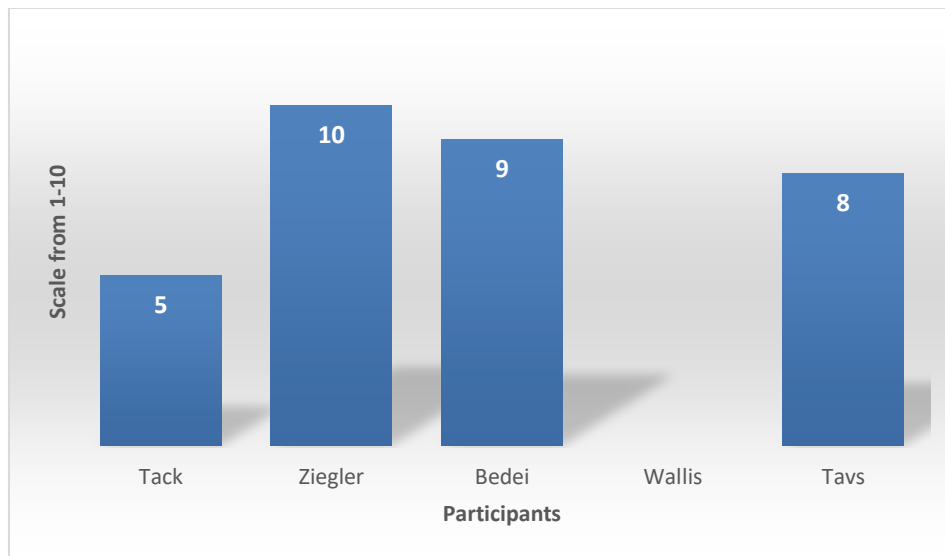


Figure 15: On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence improves the work environment

Again, the response pattern among the experts did not change, leading towards the interpretation that that emotional intelligence and its impact on the work environment is not clearly understood. Nevertheless, the literature indicates that emotional intelligence does improve the work environment, as it is crucial to being successful within a social environment (Brackett et al.,; World Economic Forum; Zeidner et al., cited in Ahmed et al., 2019).

In your opinion, how can workplace communication be improved to increase team performance and simultaneously contribute to a better work environment?

Tack	<ul style="list-style-type: none"> - Communication is extremely important. - There has to be space for communication within a team. - Bottom-up as well as Top-down, which only works if people trust each other. Trust is very important for good communication. (...) <p>Due to that a safe and protected space needs to be created in which everybody can ask questions. It needs to be a space in which people help each other, not only done by the boss but also by other team members.</p>
Ziegler	<ul style="list-style-type: none"> - Permanent communication within teams (...) causes transparency. Transparency supports that you understand others better and generally supports a team spirit. - It also supports the possibility for the leader to deliver emotional intelligence on the road.

Bedei	<ul style="list-style-type: none"> - It is always important to create a climate in which topics and questions can be discussed openly and without prejudice. - (...) to create a team commitment.
Wallis	<ul style="list-style-type: none"> - I try to speak to everyone or in small groups on a regular basis. - I ask them for their opinion and try to include them in decisions.
Tavs	<ul style="list-style-type: none"> - There is a consistency connected to communication and transparency, also honesty and openness. - One has to have the ability at work to talk about things, even if things are bad sometimes. - Therefore, a regular, open, honest communication in both directions within a team is of importance.

Table 23: In your opinion, how can workplace communication be improved to increase team performance and simultaneously contribute to a better work environment

Table 23 reveals several insights into how communication can be improved to increase team performance and simultaneously contribute to a better work environment. Above all, the responses of the interviewees are almost identically to what the literature review revealed. However, according to the experts, honesty and trust are of crucial importance to effective communication, of which both are not covered in the literature review.

What is good and effective leadership?

Tack	<ul style="list-style-type: none"> - Very important is trust, communication, teamwork, team spirit and a leader has to set an example by doing so. - (...). Effective leadership also works digitally. There, I can also build a trusting relationship and create a safe and protected space in which exchange occurs (...). - A leader needs to be able to take the final decision but should be able to involve its team members as well. A leader has to distribute and delegate orders but must also be able to explain them. - A leader leads by example
Ziegler	<ul style="list-style-type: none"> - (...) if a leader can switch very quickly between different leadership profiles. (...) crisis modus (...) compared to a non-crisis modus. - (...) use team intelligence - (...) the role of the leader is to moderate the process that the group is then developing good results (...)
Bedei	<ul style="list-style-type: none"> - Leadership is to be designed in such a way that the employees recognize impending problems and challenges as these, so employees can derive goals from this and then achieve them with a reasonable effort, cost and time. - Good leadership is a good moderation and know-how of the employees, having a good understanding of the different types of employees. It also includes the motivation of employees. - The leader must always stand behind its employees (...)

	- Good leaders are always available and show to a certain extent tolerance.
Wallis	- (...) to respond to employees but also clearly show them the guidelines on what to do. - Generally, I think however that it is harder to do so, the closer you are to your employees.
Tavs	- Leadership has to be both employee and goal oriented. Just formulating big goals that nobody can achieve does not make sense and overwhelms people. However, not providing any challenges is no solution either.

Table 24: What is good and effective leadership

The insights gained from the interviews match with the literature however also add new perspectives to what good and effective leadership looks like. Generally, all respondents had a clear vision of how good and effective leadership looks like. Consequently, leading towards leadership being understood in the same way among different genders working in different industries with respect to the people interviewed.

In your opinion, what leadership soft skills proved to be positively impacting team performance and the work environment respectively?

Tack	- Communication, transparency, honesty and engagement.
Ziegler	- Social competence, emotional intelligence both are for sure very important. - (...) respect - having authority and being fair
Bedei	- Good leadership is a good moderation and know-how of the employees, having a good understanding of the different types of employees. It also includes the motivation of employees. - The leader must always stand behind its employees (...) - Good leaders are always available and show to a certain extent tolerance.
Wallis	- Clear communication
Tavs	- A leader needs to recognize each team members abilities and (...) intelligences. It is important so acknowledge different personality types (...) and must be able to use that in such a way to increase performance at the end.

Table 25: In your opinion, what leadership soft skills proved to be positively impacting team performance and the work environment respectively

Overall, expert's thoughts and opinions about soft skills that positively impact team performance and the work environment are similar to what has been mentioned in

the literature. Thereupon, one can say that theory is well practiced among the interviewees working in different areas.

Do you have any other suggestions on how to further improve team performance and the work environment respectively?

Tack	- Adapt mobile working to the circumstances. It is also important to see each other physically not only digitally. We are people and not machines and that includes social exchange (...) and contributes to the corporate culture. It is important to focus on (...) new trends, be it digitalization, but one must be able to draw clear boundaries. (...) In my area it is definitely possible to work from home and combine work life with private life. It is however important to be able to separate one from another as it is way harder to draw the line once working from home compared to working in the office.
Ziegler	- I think we covered the core messages.
Bedei	- (...) Kindness, appreciation, feedback in an appropriate tone and always in private. Praise is an important issue. To praise the individuals as well as the overall team. To create sense for achievement by celebrating such as well as by communicating it. Also, failures need to be addressed of course.
Wallis	- Team conversations and (...) after work talks.
Tavs	- To better examine subjects such as emotional intelligence and other emotional skills as well as leadership skills. - Interpersonal relationships are extremely important

Table 26: Do you have any other suggestions on how to further improve team performance and the work environment respectively

According to table 26, several other suggestions on how to further improve team performance and the work environment were made. Subsequently, adapting mobile working to the circumstances was one of them. In other words, home office is fine to a certain extent, whereas one should not forget the human constant which requires social contact. Therefore, one must implement home office when the situation allows it however also push real live contact, as this also contributes to the corporate culture of a company. In times where mandated lockdowns occur, further developing home office options is definitely worth investing in. Nevertheless, it is also important that this is not becoming a habit as social contact is crucial to psychological well-being. Thereupon, the research agrees with keeping a healthy balance between home-office and actual office work. When looking at the other responses, no new information was added, rather repeated, which clearly indicates that the main subjects of successful team management were covered.

How can Oxytocin be triggered at the workplace?

Wallis	- Through cuddling - (...) hugging (...) through well-intentioned physical contact
Tavs	- I don't think that Oxytocin can be released by just pressing a button within a human. - (...) through infusion. - (...) Oxytocin is also known as a bonding or cuddle hormone.

Table 27: How can Oxytocin be triggered at the workplace

The answers given by the experts interviewed generally match with the literature. However, literature review demonstrated more detailed information about the matter than the experts did. This is because in theory concepts are easier to apply than in practice. Furthermore, throughout the interviews, the researcher noticed that the experts struggled with identifying ways to intentionally trigger hormones at the workplace. Thus, implying that the theory is not yet applied in practice and might never be implemented successfully due to the very same reason, being that theory not necessarily works in practice. In addition, both experts interviewed seemed to struggle with identifying the workplace as another form of a social environment, which consequently affected their responses. Subsequently, it showed the researcher that people associate the workplace differently than other social environments. Furthermore, each hormone is triggered through different events, meaning that some are easier to trigger than others. In this case, the experts struggled to name methods to trigger Oxytocin, as it is mainly triggered by physical contact, which is rather complicated to trigger in a work-related setting according to the experts.

What methods do you suggest when trying to boost the Serotonin level at a workplace?

Wallis	- Serotonin is released through chocolate with a high cocoa content (95%), therefore provide chocolate with a high cocoa content. - You can also provide dietary supplements such as the valuable omega 3 fatty acids (fish oil) as a small drink. Then there is tryptophan that you can take, which also helps you sleep better. - Vitamin B6 has a similar effect too.
Tavs	- (...) can be used as an antidepressant. - (...) a certain comfort function is assigned to serotonin - Serotonin is also said to be motivational - (...) through pills (...)

Table 28: What methods do you suggest when trying to boost the Serotonin level at a workplace

Referring to table 28, the experts provided extra information about how Serotonin can further be released at the workplace. This can be done in form of dark chocolate, Omega 3 fatty acids and Vitamin B6. Thus, demonstrating that knowledge with respect to Serotonin exceeded the expert’s knowledge with respect to Oxytocin and its triggering at the workplace. Also, experts seemed not to struggle with the workplace being another form of social environment, as Serotonin is triggered in different way compared to Oxytocin for instance. Thus, indicating that some hormones are easier to trigger at a workplace than others.

How can Dopamine be triggered at a workplace?

Wallis	- By doing sports. You can provide a treadmill for your employees for instance. - (...) through small workout-sessions
Tavs	- (...) Serotonin and Dopamine have similar effects. Both are known for their motivational and driving function. - (...) through a good work environment

Table 29: How can Dopamine be triggered at a workplace

Doing sports and other small workout-sessions do release Dopamine however in general the literature review was more detailed in any way compared to the responses given by the experts. Nevertheless, some organizations do provide sport options in form of fitness centers for instance. Furthermore, it also depends on the job a person has, as several jobs do involve sport activities. Correspondingly, athletes for instance do sport on a daily basis which consequently impacts their Dopamine level. However, at an organization it is still possible to offer sport opportunities that the employees can use in the lunch breaks for instance. Thereupon, theory is practiced with respect to the intentional triggering of Dopamine at the workplace.

What ways would you suggest to additionally trigger Endorphin release at a workplace?

Wallis	- Through sports of course but also through a good mood and lots of laughter. You can motivate your employees to laugh.
Tavs	- (...) used for pain reduction as it is similar to an opiate. - However, I do not have any idea of how to release it at the workplace. - In my opinion, Endorphins are neurotransmitters that are only released after a very long time.

Table 30: What ways would you suggest to additionally trigger Endorphin release at a workplace

Again, the information provided by the experts is backed up by the literature. However, the effective release of Endorphin was questioned by one of the experts as the hormone is released only over longer periods. This is however controversial as the other expert opinion, together with the literature, both state that Endorphin is released by laughter, meaning that it is rather improbable to constantly laugh over a very long period in order for Endorphin to be released. Nevertheless, Endorphins are also released after longer work out sessions as one of its functions is to minimize pain (Khajehei & Behroozpour, 2018). Again, experts struggled to identify methods on how to trigger Endorphin at the workplace. Nevertheless, Endorphins can be easily triggered at the workplace as the literature as well as the interview clearly demonstrated.

Can you think of any long-term consequences related to high levels of feel-good hormones such as Oxytocin, Serotonin, Dopamine and Endorphin?

Wallis	- A constant high content can overwhelm people and even cause addictive behavior as you want more of it. - It can also lead to irritability and can even cause stress
Tavs	- (...), there is always a wear and tear effect. - Or a habituation effect, same as with drugs.

Table 31: Can you think of any long-term consequences related to high levels of feel-good hormones such as Oxytocin, Serotonin, Dopamine and Endorphin

The interviews clearly highlighted three major consequences of a constantly high hormone level, a wear and tear effect, habituation effect and addiction. Whereas the literature provided identical consequences. Thereupon it is very difficult to intentionally motivate people with hormone triggering as consequences are too severe. Furthermore, people will get used to the effect caused by these hormones,

leading towards diminishing returns with respect to the impact on cooperation and performance in the long run.

Do you think that purposely minimizing the Cortisol level at a workplace would positively / negatively contribute to a better and more efficient social environment?

Wallis	<ul style="list-style-type: none"> - It has to be balanced. Cortisol has to be released in order to pull through certain situations, but periods of rest are also important. - (...) If Cortisol is permanently high, it can cause health issues (...), such as high blood pressure or metabolic diseases.
Tavs	<ul style="list-style-type: none"> - (...) Cortisol is known as the stress hormone. - (...) released over a short period, there are no negative consequences (...). It impacts blood sugar and the sleeping behavior. - (...) there are also several negative consequences related to a constant high content of Cortisol. It can cause diabetes, depression, etc.

Table 32: Do you think that purposely minimizing the Cortisol level at a workplace would positively / negatively contribute to a better and more efficient social environment

Likewise, the expert’s knowledge matched the literature, as Cortisol has both positive and negative attributes depending on the time period releases. Whereas a constant Cortisol level causes health issues such as depression and high blood pressure. Thus, impacting the social environment negatively. However, it is unclear how Cortisol released over a shorter period in time impacts a social environment. Thus, indicating another research gap.

What methods do you suggest when trying to reduce the Cortisol level at the workplace?

Wallis	<ul style="list-style-type: none"> - Powernaps, rest, provide a lot of fruits and vegetables, nutrient-rich diets and eventually a well-balanced sport program such as some yoga units for instance. - (...) Wellness for instance sauna
Tavs	<ul style="list-style-type: none"> - (...) training minimizes the Cortisol level regarding similar situations that have been trained before.

Table 33: What methods do you suggest when trying to reduce the Cortisol level at the workplace

Referring to the question “What methods do you suggest when trying to reduce the Cortisol level at the workplace?”, the responses matched with the responses given to

the question “how do you try to avoid or minimize stress?”. Subsequently, there are no differences with regard to the reduction of cortisol or stress. Moreover, the literature shows similar results.

Are there methods of measuring the hormone levels and do you think it is possible to implement that at the workplace?

Wallis	- There are laboratory methods and even self-tests. However, I see it as extremely critical to carry that out at the workplace. - Generally, more by taking blood samples and doing laboratory analysis.
Tavs	- Yes, there are methods. Hormone levels can be measured through urine, blood and hair samples. This can be done relatively easily.

Table 34: Are there methods of measuring the hormone levels and do you think it is possible to implement that at the workplace

Both experts stated that there are methods of measuring the hormone level. However, one expert saw it rather critically to measure the hormone levels at the workplace. The researcher agrees with Ms. Wallis concern as it is rather unorthodox to measure and control the hormone level of employees.

5 Conclusion

The research of this thesis had the ambition to gain a more complete understanding about successful team management. Moreover, the main aim was to determine several individual motivational and self-management methods as well as to consider the human biochemical structure to boost team performance and simultaneously contribute to the construction of a positive psychological work environment.

Thereupon, all motivation and self-management methods under examination, proved to be positively impacting team performance and the work environment, in theory as well as in practice.

Furthermore, it is feasible to intentionally trigger hormones at the workplace to increase individual performance, however both units of analysis failed to indicate a direct and positive relationship between the release of these hormones on team performance. Nevertheless, an indirect link has been identified, leading towards the researcher accepting the hypothesis.

Yet, the intentional triggering of Oxytocin, Serotonin, Dopamine, Endorphin and Cortisol should not be forced and therefore treated with great care, as a healthy balance needs to be kept. To provide employees with healthy nutrition or giving them the opportunity to do sports at the workplace, was well supported by the experts, whereby handing out pills was rather looked at negatively. Overall, designing the workplace in a way that naturally triggers a well-balanced release of these hormones should be the goal.

When it comes to motivation, both intrinsic as well as extrinsic factors need to be boosted in order to achieve the highest potential with respect to individual and team performance. Whereas effective communication both top-down and bottom-up, is one of the most essential and fundamentally important key factors, when it comes to team management, as both units of analysis clearly demonstrated. It is important to create clarity among a team. In other words, establishing transparency through effective communication is another crucial element of successful team management, especially in more complex times like these. Moreover, it is important to form a space, in which a community can exchange information in a constructive and trustworthy

manner. It is needs to be a space in which people feel safe, because only then, crucial information can be gathered to further motivate people on an individual as well as on a collective level. Consequently, leading towards an increase in performance and an improvement of the psychological work environment within that team.

Future research should be done with respect to what extent team performance directly impacts the work environment of that team. In addition, the direct effect of Oxytocin, Serotonin, Dopamine and Endorphin on team performance needs to be further examined as no direct link was found. Furthermore, the short-term release of Cortisol and its impact on social environments needs to be put under additional evaluation. Research in that field will shed further light on particular dynamics regarding the successful management of a team within modern times.

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Appendices

Appendix 1 Interview Tack

Name: Nils Tack
Alter: 40 Jahre
Nationalität: Deutsch
Aktuelle Berufsbezeichnung: Leiter Personal in der AG Volkswagen
Berufserfahrung in dieser Position: 2,5 Jahre in dieser Funktion

Luis Eßmann: Wie würden Sie Motivation beschreiben?

Nils Tack: Motivation sollte intrinsisch erfolgen, d.h. intrinsische Werte sollten zumindest überwiegen und das ist in meinen Augen echte Motivation. Natürlich müssen die extrinsischen Faktoren, wie Entgelt, Arbeitsplatz, Umfeld etc., auch vorhanden sein. Jedoch ist echte Motivation für mich intrinsisch bezogen.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie wichtig ist Motivation als Instrument, um die Teamleistung und das allgemeine Arbeitsumfeld zu verbessern?

Nils Tack: 8

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie sehr sind Sie der Meinung, dass eine Steigerung der Teamleistung direkt zu einem effizienteren Arbeitsumfeld innerhalb dieses Teams führt?

Nils Tack: 8

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), Oxytocin, Serotonin, Dopamin und Endorphin sind Hormone die Wohlbefinden unter den Menschen hervorbringen. Wie sehr sind Sie der Meinung, dass sie die Zusammenarbeit zwischen Menschen fördern und folglich zu einem besseren sozialen Umfeld führen?

Nils Tack: 7

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie sehr beeinflussen die oben genannten Hormone Ihrer Meinung nach die Leistung eines Teams?

Nils Tack: 7

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung von Einzelpersonen bewerten?

Nils Tack: 8

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung der Gruppe insgesamt bewerten?

Nils Tack: 8

Luis Eßmann: Inwiefern wirkt sich ständiger Stress auf die Teamleistung und das Arbeitsumfeld aus?

Nils Tack: Stress hat auf jeden Fall einen Einfluss auf die Leistung. Stress ist natürlich immer subjektiv. Der eine empfindet Stress vielleicht sogar als angenehm, der andere kommt damit gar nicht klar. Insofern muss man immer differenzieren, mit welchen Menschen man zu tun hat und welcher Mensch welches Stresslevel gebrauchen kann oder abkann. Deshalb muss ich als Führungskraft genau differenzieren und dosieren können und außerdem wissen, wie belastbar meine einzelnen Mitarbeiter sind.

Luis Eßmann: Wie versuchen Sie Stress (bei Ihren Mitarbeitern) zu vermeiden oder zu minimieren?

Nils Tack: Bei mir selbst durch Organisation, gutes Zeitmanagement, Terminoptimierung mit meinem Sekretariat um eine bessere Planbarkeit bezüglich der Wichtigkeit der Termine festlegen zu können. D.h. eine Priorisierung bezüglich was ich brauche, wann ich etwas brauche und von wem ich etwas brauche. Außerdem muss ich auch in der Lage sein, diese Aufträge rechtzeitig abzusetzen, sprich zu wissen was heute gemacht werden muss und was z. B. morgen auf mich zu kommt. Ich muss meine Termine mit einem Blick nach vorne betrachten und eben nicht einfach von der Hand in den Mund leben, wie man umgangssprachlich so schön sagt und um das eben zu vermeiden, ist eine Planung essentiell. Man muss seinen Kalender im Blick haben und die Wichtigkeit der Termine einordnen.

Bei meinen Mitarbeitern durch klare Vorgaben. Natürlich kann Stress in der Arbeit nicht vermieden werden, vor allem wenn die Zeitvorgabe enger ist. Falls das jedoch der Fall ist, versuche ich ein gewisses Gleichgewicht zu halten, in dem ich Transparenz unter meinen Mitarbeitern erzeuge. Das tue ich in dem ich folgende Fragen versuche

zu beantworten: Wofür brauche Ich das? Warum ist das gerade wichtig? Warum ist das jetzt so Zeitkritisch?

Die Antworten auf diese Fragen haben ein Ziel und zwar um Verständnis unter meinen Mitarbeitern zu erzeugen. Das hilft in der Regel auch den Stressfaktor zu minimieren. Der Stressfaktor kann natürlich auch minimiert werden, indem Ich sage „Ich stelle das vor, Ich verantworte das und Ihr liefert an dieser Stelle nur in Anführungsstrichen zu“. So stehe Ich im Prinzip schützend vor meinen Mitarbeitern.

Luis Eßmann: Nun geht es um die Bedürfnisse der Mitarbeiter. Ermitteln Sie die Bedürfnisse Ihrer Mitarbeiter? Falls ja, wie?

Nils Tack: Da könnte ich jetzt über die Theorie der Bedürfnispyramide von Maslow sprechen, das kenne ich noch aus meinem Studium.

Die individuellen Bedürfnisse meiner Mitarbeiter erfahre ich durch individuelle Gespräche. Wie zum Beispiel in den jährlich vorgeschriebenen Mitarbeitergesprächen in der Firma aber natürlich auch in den einzelnen Rücksprachen. Also durch privaten Smalltalk wie z. B. „Wie war das Wochenende?“ oder „Wie war der Urlaub“ etc. Als Führungskraft gehört das genauso dazu! Natürlich muss man auch nach dem Wohlbefinden seiner Mitarbeiter fragen und folgendes entweder ermitteln oder in Betracht ziehen:

- Wie sind Sie gerade aufgelegt?
- Haben Sie gerade Beziehungsstress?
- Bauen Sie gerade ein Haus?
- Sind Sie gerade Eltern geworden?

All das sind Stressfaktoren die natürlich die Arbeitsleistung beeinflussen oder beeinflussen können. Und je mehr ich davon weiß (als Führungskraft), desto mehr kann ich darauf Rücksicht nehmen oder auch Verständnis haben und zeigen. Diesbezüglich kann ich Aufträge dann ganz anders kanalisieren und/oder anders zuteilen. Das geht natürlich nur, wenn ich weiß, dass dieser Mitarbeiter gerade privat derart eingespannt ist, dass ich dem jetzt gerade keinen neuen Termin um 18:00 Uhr weiterleiten kann.

Luis Eßmann: Wie wirkt sich Ihrer Meinung nach die Befriedigung dieser Bedürfnisse auf die individuelle Leistung und die gesamte Gruppenleistung aus?

Nils Tack: Damit habe ich persönlich sehr gute Erfahrungen gemacht. Diesbezüglich habe ich persönlich auch oft schon gutes Feedback bekommen. Denn egal was meine Mitarbeiter hatten, Sie konnten immer zu mir kommen und mir alles anvertrauen. Ich bin eine Führungskraft, die immer erstmal Verständnis für private Situationen hat. Jeder heiratet mal, baut ein Haus, bekommt hoffentlich auch mal Kinder, all das habe Ich schon hinter mir und dadurch weiß ich, dass man in gewissen Lebensphasen

private Zeit braucht. Jeder geht oder muss mal zum Arzt und dafür braucht man immer Zeit. Mir ist grundsätzlich wichtig, dass meine Mitarbeiter ehrlich zu mir sind. Wenn ich solche Informationen bekomme, genehmige ich diese im Normalfall auch immer, wenn ich das so sagen darf. Das klingt jetzt so von oben herab geredet, aber so meine ich das natürlich nicht. Als Vorgesetzter muss ich ja gewisse Freizeiten (eben auch für private Angelegenheiten und Anliegen) auch genehmigen und ich habe die Erfahrung gemacht, dass ich das eigentlich immer doppelt und dreifach zurückbekomme. Dadurch sind die Mitarbeiter auch ganz anders motiviert, und dies zeigt sich am nächsten Tag oder bei der nächsten Gelegenheit im Regelfall sofort, da die Mitarbeiter versuchen, das „zurückzuzahlen“ was ich Ihnen als Vorleistung gegeben habe. Also Vertrauen ist eine wichtige Komponente.

Luis Eßmann: Beeinflusst die kollektive Bedürfnisbefriedigung der Mitarbeiter Ihrer Meinung nach das gesamte Arbeitsumfeld positiv?

Nils Tack: Kollektiv ist das schwierig zu sagen. Ich kann es nicht jedem Mitarbeiter zu jedem Zeitpunkt rechtmachen. Ich bin am Ende auch einfach manchmal der „Blöde“, wenn ich das so sagen darf. Als Führungskraft muss ich auch einfach manchmal Nein sagen. Ich kann nicht allen parallel Urlaub geben, wenn das Geschäft weiterlaufen muss. So groß das kollektive Bedürfnis auch ist, ich muss auch die betrieblichen Belange natürlich immer im Blick haben, sind diese abgedeckt? Kann ich so arbeiten? Oder kann ich das eben nicht und kann deswegen auch nicht die Bedürfnisse aller abdecken. Deswegen auf individueller Basis ja, aber auf kollektiver definitiv nicht immer. Pauschal würde ich es so einfach nicht unterschreiben. Kollektiv ist es immer schwierig.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr gewährleisten klar definierte Teamzeile eine effektive Teamarbeit?

Nils Tack: 8

Luis Eßmann: Wie würden sie Emotionale Intelligenz definieren?

Nils Tack: Emotionale Intelligenz ist für mich, wenn mich ein Thema emotional berührt und ich selbst in der Lage bin, mir das nicht anmerken zu lassen. Dass ich immer noch professionell meinen Stiefel runterspiele. D.h. mich nicht zu provozierenden Äußerungen auslasse oder selbst mit Kommentaren unterhalb der Gürtellinie argumentiere. Ich muss zwischen Situationen differenzieren können und wissen, wann es angebracht ist emotional sein zu dürfen oder wann eben nicht. Das ist manchmal an Themen gebunden, kann auch terminabhängig sein. Jedoch muss man sich selbst einfach im Griff haben. Vor allem als Personalleiter. Ich trage Verantwortung für die Menschen und diese Menschen haben ein Recht, Fragen zu

stellen, auch wenn manche Fragen eben gewisse Emotionen in mir hervorrufen, darf ich diese nicht nach außen zeigen. Das muss ich dann selber mit mir ausmachen.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach die Leistung eines Teams?

Nils Tack: 5

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach das Arbeitsumfeld oder auch Arbeitsklima?

Nils Tack: 5

Luis Eßmann: Wie kann Ihrer Meinung nach die Kommunikation am Arbeitsplatz verbessert werden, um die Teamleistung zu steigern und gleichzeitig zu einem besseren Arbeitsumfeld beizutragen?

Nils Tack: Kommunikation ist extrem wichtig! Es muss Raum dafür sein, es muss Platz da sein, um im Team zu kommunizieren. D.h. nicht nur der Chef soll Monologe halten und Bericht erstatten, sondern auch umgekehrt. Bottom-up, also von unten heraus. Die Mitarbeiter müssen die Möglichkeit haben, in einer Teamrunde oder ähnlichen Themen zu platzieren oder Fragen zu stellen. Natürlich sollte es auch nicht zu einer Einzelabstimmung kommen aber es gibt sicherlich allgemeine Fragen, die alle interessieren. D.h. nicht nur Top-down sondern auch Bottom-up. Nun ist das ja in der Theorie schön und gut, aber das alles funktioniert wiederum nur, wenn Vertrauen da ist. Hier ist Vertrauen wieder der Schlüssel, vor allem für gute Kommunikation. Ich kann total rhetorisch gewannt sein, kommunikativ top sein, ich kann Videos zeigen, ich kann Charts zeigen, ich kann Bericht erstatten ohne Ende aber wenn das Vertrauen meiner Mitarbeiter nicht da ist, dann bringt mir das ganze gar nichts. D.h. die Mitarbeiter müssen sich wohl fühlen, sie müssen mir vertrauen, als Vorgesetzter. Sie müssen auch das Gefühl haben, Fragen stellen zu dürfen und sollen keine Angst haben, diese auch zu fragen ohne sich darüber Gedanken zu machen, was andere eventuell darüber denken. Deswegen muss ein geschützter Raum geschaffen werden, in dem jeder ganz einfach seine Fragen loswerden kann. In dem einem auch geholfen wird, nicht nur von dem Chef, sondern auch von anderen Team Mitgliedern.

Luis Eßmann: Wie sieht gute und effektive Führung für Sie aus?

Nils Tack: Ein guter Mix aus dem was wir gerade eben auch besprochen hatten. Also ganz wichtig ist Vertrauen, Kommunikation, aber auch Teamarbeit, Teamspirit. Das ist ganz wichtig, das muss eine Führungskraft vorleben. Gerade auch in der modernen Zeit, Corona hat es gezeigt. Es müssen nicht immer alle anwesend sein. Es können auch digital Teammitglieder dazu geschaltet werden. Effektive Führung funktioniert

auch digital, auch hier kann ich ein vertrauensvolles Verhältnis aufbauen. Einen geschützten Raum, auch einen geschützten digitalen Raum schaffen, wo ein Austausch stattfindet, indem argumentiert wird und auch diskutiert wird. Im Zweifel muss ich auch da als Führungskraft die finale Entscheidung treffen, aber ich kann mein Team genauso einbinden wie ich es persönlich mache. Die Führungskraft muss die Klaviatur diesbezüglich beherrschen. Also nicht nur Aufträge verteilen und delegieren, sondern auch erklären. Sich Zeit nehmen, Planen und mit gutem Beispiel voran gehen.

Luis Eßmann: Welche Führungskompetenzen haben sich Ihrer Meinung nach positiv auf die Teamleistung bzw. das Arbeitsumfeld ausgewirkt?

Nils Tack: Kommunikation, Transparenz, Ehrlichkeit, Engagement

Luis Eßmann: Haben Sie weitere Vorschläge zur Verbesserung der Teamleistung und des Arbeitsumfeldes?

Nils Tack: Mobiles Arbeiten den Umständen anpassen. Für die Teambildung muss man sich auch physisch, sprich nicht digital sehen. Wir sind ja Menschen und keine Maschinen und dazu gehört eben auch der soziale Austausch auf dem Flur oder in der Küche. Das trägt auch zur Unternehmenskultur bei. Wichtig dabei ist das man auf die Endung, auf neue Trends, sei es Digitalisierung eingeht aber auch klare Grenzen zieht. Was kann man integrieren und was eben nicht. Ich bin kein Freund davon, das mobiles Arbeiten von zu Hause aus gar nicht möglich ist. Ich glaube, das es in ganz vielen Bereichen geht und möglich ist, außer in den systemrelevanten Berufen, da ist es natürlich schwierig. Aber für meinen Job gibt es ganz viele Möglichkeiten, mobil zu arbeiten und das private auch mit dem beruflichen zu kombinieren, zu vereinen, aber auch manchmal strikt zu trennen. Weil dieser Fluss von privaten zum dienstlichen von zuhause aus eben auch fließend ist. D.h. dass es manchmal schon schwierig ist, die Grenze zu ziehen. Als Mitarbeiter genauso wie als Chef, wann bin ich privat und wann bin ich dienstlich. Im Büro ist das klarer.

Luis Eßmann: Sehr schön, Ich bedanke mich für Ihre Zeit und Ihren Aufwand Herr Tack!

Appendix 2 Interview Wallis

Alter: 52
Nationalität: deutsch
Aktuelle Berufsbezeichnung: Apothekerin
Aktueller Arbeitsplatz: Sonnenapotheke Ingolstadt
Berufserfahrung : 28 Jahre
Anzahl der Angestellten: über 20, weniger als 25

Luis Eßmann: Wie würden Sie Motivation beschreiben?

Angelika Wallis: Begeisterung entwickeln, um ein Ziel zu erreichen.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie wichtig ist Motivation als Instrument, um die Teamleistung und das allgemeine Arbeitsumfeld zu verbessern?

Angelika Wallis: 10

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie sehr sind Sie der Meinung, dass eine Steigerung der Teamleistung direkt zu einem effizienteren Arbeitsumfeld innerhalb dieses Teams führt?

Angelika Wallis: 10

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), Oxytocin, Serotonin, Dopamin und Endorphin sind Hormone die Wohlbefinden unter den Menschen hervorbringen. Wie sehr sind Sie der Meinung, dass sie die Zusammenarbeit zwischen Menschen fördern und folglich zu einem besseren sozialen Umfeld führen?

Angelika Wallis: 10

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie sehr beeinflussen die oben genannten Hormone Ihrer Meinung nach die Leistung eines Teams?

Angelika Wallis: 10

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung von Einzelpersonen bewerten?

Angelika Wallis: Das kommt auf jede Person selbst an – 6

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem), wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung der Gruppe insgesamt bewerten?

Angelika Wallis: 9

Luis Eßmann: Inwiefern wirkt sich ständiger Stress auf die Teamleistung und das Arbeitsumfeld aus?

Angelika Wallis: Aggressivität, Gereiztheit, Übermüdung. Es ist generell eher schlecht.

Luis Eßmann: Wie versuchen Sie Stress (bei Ihren Mitarbeitern) zu vermeiden oder zu minimieren?

Angelika Wallis: Durch Spaziergänge mit meinem Hund, 5-10 min Pausen zwischendurch. Ab und zu auch durch das Lesen einer Fachlektüre oder ähnliches. Einfach mal so 10 min für mich selbst nehmen, ohne irgendetwas zu tun. Manchmal schließe ich auch einfach mal für 10 min. meine Augen und das nach Möglichkeit vormittags und nachmittags.

Luis Eßmann: Wie versuchen Sie Stress bei Ihren Mitarbeitern zu minimieren oder zu vermeiden?

Angelika Wallis: Indem ich versuche, immer mehr zu automatisieren und meinen Mitarbeitern dadurch Stress abnehme. Außerdem rede ich Ihnen gut zu, ich versuche Sie aufzubauen. Ich übernehme auch kurz mal ihren Bereich in der Apotheke, um ihnen ein paar Minuten Pause zu geben.

Luis Eßmann: Nun geht es um die Bedürfnisse der Mitarbeiter. Ermitteln Sie die Bedürfnisse Ihrer Mitarbeiter? Falls ja, wie?

Angelika Wallis: Generell betrachtet finde ich die Befriedigung der Bedürfnisse auf finanzieller Schiene nicht effektiv, da das eher nur kurzfristig anhält und meine Mitarbeiter nach ein paar Monaten wieder eher unzufrieden sind. Deswegen ist das in meinen Augen eher ein kurzweiliges Bedürfnis. Eher sollte man den Mitarbeitern gut zureden, sie loben und Anerkennung zeigen.

Luis Eßmann: Wie wirkt sich Ihrer Meinung nach die Befriedigung dieser Bedürfnisse auf die individuelle Leistung und die gesamte Gruppenleistung aus?

Angelika Wallis: Teilweise merke ich schon, dass meine Mitarbeiter versuchen, sehr stark ihre individuellen Bedürfnisse zu befriedigen, aber das geht meistens zu Lasten der anderen Mitarbeiter. Deswegen bin ich eher der Meinung, dass das insgesamt eher keine positive Auswirkung hat.

Luis Eßmann: Beeinflusst die kollektive Bedürfnisbefriedigung der Mitarbeiter Ihrer Meinung nach das gesamte Arbeitsumfeld positiv?

Angelika Wallis: Kurzfristig ja, aber das ist auch wieder schnell vergessen und danach habe ich oft das Gefühl, dass immer mehr gefordert wird. Das führt dann dazu, dass meine Mitarbeiter irgendwann einfach nicht mehr zufriedenzustellen sind.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr gewährleisten klar definierte Teamziele eine effektive Teamarbeit?

Angelika Wallis: Ich bin überzeugt, dass das sehr wichtig ist und dass das die Teamarbeit sehr stark fördert, hängt jedoch sicher auch vom Unternehmen ab. Also es kommt auf das Unternehmen an. In einer Apotheke ist das eher schwieriger durchsetzbar.

Luis Eßmann: Wie würden sie Emotionale Intelligenz definieren?

Angelika Wallis: -

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach die Leistung eines Teams?

Angelika Wallis: -

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach das Arbeitsumfeld oder auch Arbeitsklima?

Angelika Wallis: -

Luis Eßmann: Wie kann Ihrer Meinung nach die Kommunikation am Arbeitsplatz verbessert werden, um die Teamleistung zu steigern und gleichzeitig zu einem besseren Arbeitsumfeld beizutragen?

Angelika Wallis: Ich versuche mit jedem, bzw. in kleinen Gruppen regelmäßig zu sprechen. Frage natürlich auch nach deren Meinung und versuche Sie in Entscheidungen mit einzubeziehen.

Luis Eßmann: Wie sieht gute und effektive Führung für Sie aus?

Angelika Wallis: Für mich ist gute Führung wie gesagt, wenn ich auf die Mitarbeiter eingehe, ihnen aber auch klar die Richtlinien aufzeigen kann und diese dann auch befolgt werden, was gefordert wird. Generell finde ich jedoch, dass es umso schwieriger umsetzbar ist, je mehr ich auf meine Mitarbeiter eingehe. Oft deswegen, weil Sie dazu neigen, sich dann eher selbstständiger zu machen. Aber den effektivsten Weg habe ich nach den vielen Jahren immer noch nicht gefunden.

Luis Eßmann: Welche Führungskompetenzen haben sich Ihrer Meinung nach positiv auf die Teamleistung bzw. das Arbeitsumfeld ausgewirkt?

Angelika Wallis: Klare Kommunikation. Ich hatte mal eine Zeit, da habe ich relativ wenig mit meinen Mitarbeitern gesprochen. Im Nachhinein habe ich gemerkt, dass Sie sich schon relativ allein gefühlt haben. Das wurde wieder geändert und deswegen beziehe ich sie schon mehr ein. Das Problem ist eben nur, dass sie sich dann wieder zu selbstständig machen.

Luis Eßmann: Haben Sie weitere Vorschläge zur Verbesserung der Teamleistung und des Arbeitsumfelds?

Angelika Wallis: Teamgespräche im Ganzen. Dadurch das unsere Apotheke sehr frühe Öffnungszeiten hat, ist das bei uns eher nicht möglich. Sich mal für eine Stunde im kompletten Team zusammensetzen geht entweder vor acht morgens oder nach Dienstschluss um halb sieben. Und dann haben auch wieder viele frei und müssen deswegen wieder extra zur Arbeit fahren, sind übermüdet etc. Also es ist nicht so wie in einer Firma z. B. wo sich mal eine Gruppe für eine Stunde treffen kann. Ich glaube, das fehlt bei uns schon auch, das gemeinsame Zusammensitzen. Trotzdem habe ich auch gewisse Problematiken beobachtet, wenn man dennoch mal zusammen saß, meistens abends nach Dienstschluss, liegt wahrscheinlich auch an der Übermüdung, dass dann teilweise auch eine starke Gereiztheit präsent war, auch zum Teil eben gegen mich gerichtet.

Luis Eßmann: Wie kann Oxytocin am Arbeitsplatz ausgelöst werden?

Angelika Wallis: Durch Kuschneln, das ist natürlich am Arbeitsplatz eher nicht machbar. Durch ein nettes oder privates Gespräch kommt man sich ja dann schon auch näher. Also man hat ja nicht mehr die normale Distanz und da kann man sich schon mal kurz am Arm berühren oder ähnliches. Letzte Woche zum Beispiel war eine Mitarbeiterin von mir besonders glücklich über einen Erfolg und dann habe ich

sie intuitiv kurz an der Schulter berührt, da hat man schon gemerkt, dass ihr das ganz gut getan hat. Ansonsten, ich weiß nicht wie es in Firmen so üblich ist, ob man sich da auch näher kommt und sich mal umarmt aber wie man das direkt auslösen kann ist mir jetzt nicht klar. Generell eher durch einen gut gemeinten physikalischen Kontakt, wenn man das so sagen kann.

Luis Eßmann: Wie kann Serotonin am Arbeitsplatz ausgelöst werden?

Angelika Wallis: Also Serotonin wird bekanntlich ja durch Schokolade mit hohem Kakaoanteil (95 %) ausgeschüttet. Also Schokolade mit hohem Kakaoanteil zur Verfügung stellen. Man kann auch Nahrungsergänzungsmittel zur Verfügung stellen wie z. B. die wertvollen Omega 3 Fettsäuren (Fischöl) als kleinen Drink. Dann gibt es ja auch Tryptophan, das man einnehmen kann, damit schläft man auch besser. Vitamin B6 hat eine ähnliche Wirkung.

Luis Eßmann: Wie kann Dopamin am Arbeitsplatz ausgelöst werden?

Angelika Wallis: Durch Sport, indem man den Mitarbeitern z. B. ein Laufband zur Verfügung stellt.

Luis Eßmann: Ja in der Mittagspause, Wieso nicht.

Angelika Wallis: Ja genau oder dass man eben auch generelle kleine Workout-Sessions veranstaltet, auch eben im Team-Setting kurz so eine Einheit durchführt.

Luis Eßmann: Wie kann Endorphin am Arbeitsplatz ausgelöst werden?

Angelika Wallis: Durch Sport natürlich aber auch eben durch gute Stimmung, viel Lachen. Man kann die Mitarbeiter zum Lachen motivieren.

Luis Eßmann: Können Sie sich langfristige Konsequenzen vorstellen, die mit einem hohen Gehalt an Wohlfühlhormonen wie Oxytocin, Serotonin, Dopamin und Endorphin verbunden sind?

Angelika Wallis: Ein konstanter hoher Wert kann die Menschen überreizen und sogar ein Suchtverhalten verursachen. Man will dann immer mehr davon. Dies führt dann zu Überdrehtheit oder Gereiztheit und kann sogar Stress verursachen.

Luis Eßmann: Glauben Sie, dass eine gezielte Minimierung des Cortisolspiegels am Arbeitsplatz positiv oder negativ zu einem besseren und effizienteren sozialen Umfeld betragen würde?

Angelika Wallis: Es muss ausgeglichen sein. Es muss schon ausgeschüttet werden, damit man auch mal durchziehen kann. Genauso braucht man aber wieder Ruhephasen damit der Cortisolgehalt wieder sinken kann. Falls Cortisol dauerhaft hoch ist, kann das gesundheitliche Konsequenzen haben.

Luis Eßmann: Wie zum Beispiel?

Angelika Wallis: Bluthochdruck und Stoffwechselerkrankungen können sich entwickeln.

Luis Eßmann: Welche Methoden schlagen Sie vor, wenn Sie versuchen, den Cortisolspiegel am Arbeitsplatz zu senken?

Angelika Wallis: Powernap, Ruhephasen, viel Obst und Gemüse zur Verfügung stellen, nährstoffreiche Ernährung, vielleicht ein ausgeglichenes Sportprogramm wie z. B. Yogaeinheiten. Oder eventuell auch Wellness (z. B. Saunen)

Luis Eßmann: Gibt es Methoden zur Messung des Hormonspiegels und halten Sie es für möglich, dies am Arbeitsplatz umzusetzen?

Angelika Wallis: Labormethoden gibt es ja, es gibt auch Selbsttests. Ich sehe es jedoch äußerst kritisch diese am Arbeitsplatz durchzuführen. Generell eher durch Blutabnehmen und einer Laboranalyse.

Luis Eßmann: Perfekt! Frau Wallis, Ich bedanke mich für Ihre Zeit und Ihre Mühe!

Appendix 3 Interview Tavs

Name: Dr. Hans Tavs
Alter: 55
Nationalität: deutsch
Aktuelle Berufsbezeichnung: Leitender Arzt der MAN Truck & Bus SE
Arbeitsplatz: MAN Truck and Bus, München
Berufserfahrung in dieser Position: über 20 Jahre, davon knapp 11 Jahre bei MAN

Luis Eßmann: Wie würden Sie Motivation beschreiben?

Dr. Hans Tavs: Motivation ist der Gegensatz zu Macht. Motivation beruht auf der Freiwilligkeit, etwas zu tun, dass im Zweifelsfall hinterher auch noch Spaß macht. Eine gewisse Befriedigung liegt auch in dem Wort Motivation. Man macht irgendetwas und erhofft sich dadurch irgendwie glücklicher oder zufriedener zu sein.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Wie wichtig ist Motivation als Instrument, um die Teamleistung und das allgemeine Arbeitsumfeld zu verbessern?

Dr. Hans Tavs: Ja sehr hoch. Ich gebe eine 8. Eine 9 oder 10 halte ich für übertrieben. Ach ja da fällt mir ein, Motivation kann ja intrinsisch oder extrinsisch erfolgen. Jedenfalls finde ich Motivation extrem wichtig, da sonst jeder nur seine Zeit absitzen würde und das wäre natürlich für die Teamleistung nicht ideal.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Wie sehr sind Sie der Meinung, dass eine Steigerung der Teamleistung direkt zu einem effizienteren Arbeitsumfeld innerhalb dieses Teams führt?

Dr. Hans Tavs: Schwierige Frage! Ich hätte es jetzt anders herum gesehen, dass das Arbeitsumfeld einen sehr großen Einfluss auf die Leistung hat. Natürlich auch umgekehrt, aber da tue ich mich jetzt schwer. Da halte ich mich ehrlich gesagt sicherheitshalber im Mittelfeld auf und sage deswegen 5.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Oxytocin, Serotonin, Dopamin und Endorphin sind Hormone die Wohlbefinden unter den Menschen hervorbringen. Wie sehr sind Sie der Meinung, dass sie die Zusammenarbeit zwischen Menschen fördern und folglich zu einem besseren sozialen Umfeld führen?

Dr. Hans Tavs: 7

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie sehr beeinflussen die oben genannten Hormone Ihrer Meinung nach die Leistung eines Teams?

Dr. Hans Tavs: Etwas weniger, da es ja eher indirekt ist. Deswegen eine 5.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung von Einzelpersonen bewerten?

Dr. Hans Tavs: Auch hier sehe ich es eher umgekehrt, dass die Einzelleistung natürlich Auswirkungen auf das Team hat aber auch umgekehrt, weil das hat ja auch damit was zu tun hat, wie wohl sich jemand fühlt oder vielleicht auch mitgerissen wird, weil die anderen hoch motiviert sind. Da gebe ich eine 6.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung der Gruppe insgesamt bewerten?

Dr. Hans Tavs: 8

Luis Eßmann: Inwiefern wirkt sich ständiger Stress auf die Teamleistung und das Arbeitsumfeld aus?

Dr. Hans Tavs: Natürlich dauerhaft negativ. Wobei ich korrekterweise antworten muss, da ja nur nach Stress allgemein gefragt ist. Das man zwischen negativem Stress Distress und positivem Stress, Eustress unterscheiden muss. Also ganz ohne Stress geht es nicht. Stress wird ja ganz oft negativ gesehen. Ein zu viel ist auf jeden Fall schädlich. Die Balance zwischen gutem und schlechtem Stress ist natürlich sehr schmal und natürlich individuell sehr unterschiedlich.

Luis Eßmann: Wie versuchen Sie Stress bei sich selbst zu vermeiden oder zu minimieren?

Dr. Hans Tavs: Ich glaube da hilft einem die Berufserfahrung. Vor allem in meinem Alter, da man vieles einfach schon mehrere Male erfahren hat und diesbezüglich hat man gewisse Lösungsstrategien, die einem helfen. Da ist es ganz wichtig, auch Mechanismen oder auch standardisierte regelmäßige Dinge zu tun, die einem helfen, Stress abzubauen. Bei mir gehört definitiv Sport dazu. Ich mache generell sehr viel Sport, aber das variiert von Person zu Person natürlich. Bei dem einen kann es

Briefmarken sammeln sein und bei dem anderen kann es im stillen Kämmerchen sein. Aber was ich für wichtiger erachte, ist wie gesagt, auf der einen Seite gewisse Lösungsstrategien oder auch eine gewisse Resilienz zu besitzen. Also das Zulegen eines dicken Felles kann helfen, um eben nicht so dünnhäutig auf jede neue Situation mit Stress zu reagieren. Andererseits kann man es üben, die Resilienz steigern, durch Sport, Stress und entstehende Stresshormone abzubauen.

Luis Eßmann: Wie versuchen Sie Stress bei Ihren Mitarbeitern zu minimieren oder zu vermeiden?

Dr. Hans Tavs: Bei schlechten Führungskräften sieht man eigentlich wie es nicht sein soll. Positiv formuliert, wie versuche ich es selber? Indem ich versuche (ideal werde ich es sicher auch nicht machen), eine Teamleistung oder Aufgaben transparent und offen zu kommunizieren. Ich glaube, es ist sehr wichtig, wenn jeder weiß, an was man vielleicht arbeitet und was der einzelne Beitrag sein kann. Außerdem braucht man ein gutes Händchen, ein gutes Auge und ein gutes Bauchgefühl und muss seine Leute kennen, um zu erkennen, falls jemand überfordert ist und dann beispielsweise mit schlechtem Stress darauf reagiert. Aber über diese Frage kann man sich jetzt länger unterhalten. Trotzdem ist es ganz wichtig wie das Miteinander, das sogenannte Arbeitsklima ist. Da ist der Chef, der Vorgesetzte, der Leiter wie auch immer einer Gruppe wichtig. Aber natürlich auch das Untereinander von großer Bedeutung.

Luis Eßmann: Nun geht es um die Bedürfnisse der Mitarbeiter.

Versuchen Sie die Bedürfnisse Ihrer Mitarbeiter zu ermitteln? Falls ja, wie?

Dr. Hans Tavs: Das ist eine ganz einfache Frage für mich. Das, was ich vorher auch schon kurz angedeutet habe und zwar mit Kommunikation. Wir haben aktuell knapp 20 Mitarbeiter, im Moment jedoch nur 18, weil zwei Kolleginnen sich gerade in der Elternzeit befinden. Es gibt nicht nur wie anderswo einmal im Jahr ein Gespräch und dann alles gut Frau X, weiter so oder eben nicht. Sondern wir haben, oder ich habe seit ein paar Jahren ein relativ klares System. Das sieht ungefähr so aus, dass jeder meiner Mitarbeiter regelmäßig, entweder mit mir oder im Team Rücksprachen wie wir sie nennen, oder Gespräche hat. Und dann gibt es natürlich auch in etwa Jahresgespräche bei uns, da geht es eben um Performance und Zielmanagement. Das hat den Zweck, dem Mitarbeiter mindestens einmal im Jahr mitzuteilen, was denn jetzt von ihm erwartet wird. Umgekehrt natürlich genau dasselbe, was denn der Mitarbeiter erwartet, nicht nur von dem Chef, sondern auch von der Arbeit im Allgemeinen. Und dann halte ich es eben für wichtig, dass man das nicht nur einmal im Jahr macht, wie beispielsweise an Weihnachten, sondern bei uns geschieht das einmal im Vierteljahr. So genannte Feedbackrunden, Feedback deshalb, weil es in beide Richtungen geht (Bottom-up und Top-down). Desweiteren führe ich dann noch weitere Rücksprachen oder auch persönliche Gespräche durch. In denen ich eben versuche, soweit es geht, mit meinem direktem Team, das sind sechs Ärzte, einmal in

der Woche eine Teambesprechung durchzuführen. Aber eben auch Einzelgespräche, die ca. alle 14 Tage durchgeführt werden oder stattfinden.

Luis Eßmann: Wie wirkt sich Ihrer Meinung nach die Befriedigung dieser Bedürfnisse auf die individuelle Leistung und die gesamte Gruppenleistung aus?

Dr. Hans Tavs: Ganz erheblich. Da gibt es ja das schöne Beispiel von dem unglücklichen Bauarbeiter, der gefragt wird, warum er denn so unglücklich ist und der sagt eben: Ich steh hier und klopfe den ganzen Tag Steine und irgendwie bin ich maximal gestresst, genervt und unzufrieden. Denn irgendwie macht meine Arbeit keinen Sinn und fünf Meter daneben steht ein glücklicher Arbeiter, der genau dasselbe macht und eben auch Steine klopft und aufeinander fügt etc. und der wird gefragt warum er denn so zufrieden und glücklich ausschaut und der wiederum sagt ja meine Arbeit ist ein kleiner Beitrag natürlich, aber wir bauen hier gerade eine Kathedrale. Deshalb glaube ich eben, dass der einzelne Beitrag in einer Gruppe extrem wichtig ist. Muss man regelmäßig klar machen, was denn der Beitrag jedes einzelnen ist und natürlich gibt es auch blöd gesprochen irgendwelche stupiden Tätigkeiten. Egal auf welcher Ebene man arbeitet und da muss man eben wissen, dass diese Aufgaben auch gemacht werden müssen. Vielleicht auch um das Gruppenergebnis zu sichern. Aber solche Tätigkeiten macht man eben nicht an fünf Tagen der Woche. Und falls es mal irgendwelche stupiden Arbeiten gibt, muss man diese vielleicht auch verteilen und nicht nur auf einen abladen. Damit man eben Frustration vermeidet.

Luis Eßmann: Beeinflusst die kollektive Bedürfnisbefriedigung der Mitarbeiter Ihrer Meinung nach das gesamte Arbeitsumfeld positiv?

Dr. Hans Tavs: Ganz erheblich, obwohl die Frage sich ja nach dem Idealzustand richtet. Die Arbeitsleistung hängt ja nicht nur davon ab wie zufrieden man ist, oder wie Sie es formuliert haben die Bedürfnisse, sondern es gibt ja auch private Gründe. Der Mensch besteht ja schließlich nicht nur aus Arbeit. Und es kann ja durchaus sein, dass man etwas aus dem privaten Bereich mit in die Arbeit nimmt. bzw. umgekehrt passiert das ja auch häufig, dass berufliche Dinge ins private miteingehen. Deswegen ist es wichtig, das alles als Gesamtpaket zu betrachten und nicht irgendwie jemanden zwischen 9 und 17 Uhr zu sehen und wahrzunehmen sondern schon als ganze Persönlichkeit. Das halte ich für wichtig. Ein konkretes Beispiel, eine Kollegin von uns, die jetzt im Rahmen der Pandemie mit einem schulpflichtigen Kind gewisse Dinge unter Dach und Fach bringen musste, habe ich eben anders eingeteilt und auch einteilen müssen. Also d.h. es spielt eine Rolle, ob Sie alleinerziehend ist oder nicht.

Aber es kann trotzdem einen Impact auf die Arbeit haben und das halte ich für extrem wichtig. Da wird natürlich die Teamleistung und das Arbeitsklima ganz erheblich beeinflusst. Und vielleicht noch ein Satz dazu. Blöderweise ist eine negative Stimmung meistens ansteckender als eine positive Stimmung und deshalb ist es wichtig, dass man da eben regelmäßig daran arbeitet und die positiven Dinge im Team verstärkt.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr gewährleisten klar definierte Teamziele eine effektive Teamarbeit?

Dr. Hans Tavs: Sehr! Ich gebe trotzdem nur eine 7, weil wenn es zu durchstrukturiert ist, dann verliert man eine gewisse Flexibilität. Auch weil ich vorher gesagt habe, Jahresziele und natürlich verändern sich viele Ziele unterm Jahr und es ist Quatsch zu denken, das man im Januar schon weiß, was bis zum 31. Dezember läuft. Da kommt nämlich Mitte Februar eine Pandemie und dann ändern sich manche Dinge, aber eine Struktur und eine Transparenz zu haben, ist wichtig. Wir machen das ganz konkret, indem wir regelmäßig in solchen Teambesprechungen auf unsere Ziele schauen. Das sind maximal 3-5 größere Themen, an denen wir arbeiten und dann gibt es immer einen Statusbericht dazu. Das ist schon wichtig! Aber es sollte auf jeden Fall nicht jeden Tag passieren!

Luis Eßmann: Wie würden sie Emotionale Intelligenz definieren?

Dr. Hans Tavs: Antennen zu besitzen für Zwischenmenschliche Bedürfnisse, für die eigenen aber auch die Fremden. Auch Empathie oder die Fähigkeit sich auch in andere Menschen hineinzudenken.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach die Leistung eines Teams?

Dr. Hans Tavs: 8

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach das Arbeitsumfeld oder auch Arbeitsklima?

Dr. Hans Tavs: 8

Luis Eßmann: Wie kann Ihrer Meinung nach die Kommunikation am Arbeitsplatz verbessert werden, um die Teamleistung zu steigern und gleichzeitig zu einem besseren Arbeitsumfeld beizutragen?

Dr. Hans Tavs: Bezüglich Kommunikation und Transparenz ist eine gewisse Regelmäßigkeit verbunden, auch mit einer Ehrlichkeit, einer Offenheit. Man muss auch im betrieblichen Kontext die Möglichkeit haben, Dinge anzusprechen, auch Dinge, die mal schlecht laufen.

Ich denke eine regelmäßige, offene, ehrliche Kommunikation in beide Richtungen im Team, auch untereinander, ist wichtig.

Luis Eßmann: Wie sieht gute und effektive Führung für Sie aus?

Dr. Hans Tavs: Im Prinzip zieht sich das jetzt wie ein roter Faden durch das Thema. **Ich glaube, das es Mitarbeiter und Zielorientiert in einem ist.** Nur irgendwelche großen Ziele zu formulieren, die dann keiner stemmen kann, macht keinen Sinn, das wäre eine Überforderung. Ich glaube, und das möchte ich an dieser Stelle auch ansprechen, dass Unterforderung auch nicht das richtige wäre. Wenn du sozusagen jemanden keine Aufgaben gibst, die er irgendwie zu lösen hat und das zweite haben wir auch schon kurz angerissen ist das Thema mitarbeiterorientierte Führung. Was heißt das? Ich nehme wahr, wenn ich fünf Leute in einem Team habe, dass jeder eben unterschiedliche Fähigkeiten, von mir aus auch Intelligenzen, was wir ja vorhin schon angesprochen haben, besitzt. Und das geht jetzt nochmal in Richtung emotionale Intelligenz, wenn man das erkennt, dass es auch unterschiedliche Persönlichkeitstypen gibt. Der eine fuchst sich halt gerne in irgendein komplexes Thema rein und der andere gar nicht. Dafür ist der andere vielleicht gut geeignet Präsentationen vor hunderten Leuten zugeben. Während das eben für den anderen ein Horror wäre. Und beide sind eben gute Mitarbeiter, die einen wichtigen Beitrag für das Team leisten, weil eben nicht jeden Tag nur präsentiert wird und nicht jeden Tag Recherchearbeit erforderlich ist. Ich denke das ist alles wichtig. Man muss sich darüber im Klaren sein, dass man unterschiedliche Menschentypen, Persönlichkeiten in seinem Team hat und idealerweise diese eben auch so einsetzt, das die bestmögliche Leistung am Ende herauskommt.

Luis Eßmann: Haben Sie weitere Vorschläge zur Verbesserung der Teamleistung und des Arbeitsumfelds?

Dr. Hans Tavs: Man muss das Thema emotionale Intelligenz und andere emotionale Fähigkeiten genauso wie Führungsqualitäten ermitteln. Das wird bereits schon durchgeführt und teilweise auch sehr strukturiert. Manche Unternehmen bieten auch Führungskräftequalifizierungen an, bei denen man eben gewisse Techniken und Selbstanalysen erfährt und auch ein geschütztes Feedback bekommt. Aber um es mal drastisch negativ zu formulieren, hat auch mal ein früherer Chef von mir gesagt, das merkt man sich dann auch. Wenn du in dem Job bist, indem Fall war er ein Personalleiter, und sogar ein sehr sehr guter. Und der sagte zu mir, im Prinzip braucht man in meinem Bereich die vier M's „Man muss Menschen mögen“. Und das halte ich für extrem wichtig. Also das Zwischenmenschliche ist extrem wichtig. Wie auch mein Vorschlag, wenn es um ein Team geht oder ganz konkret dass man sich die Mühe macht, bevor man dann irgendeine Aufgabe anfängt, dass man sich am Anfang wenn ein neues Team geformt wird, darüber im klaren ist, nicht wer macht was bis wann, sondern wer ist wer also wer hat welche Fähigkeit und das kann man durchaus spielerisch gestalten. Während Corona ging das natürlich eher schlecht, aber so richtig Power in ein Projekt kam früher halt, wenn man eben privat zusammen mal ein Bier getrunken hat oder am Wochenende gemeinsam mal einen Workshop gemacht hat. Und da hat man im nachhinein schon gemerkt, dass da eben einiges vorangebracht wurde. Was durch wöchentlich wiederholende Meetings eben nicht zu

schaffen war. Mein Vorschlag wäre, eben etwas spielerischer, aber auch analytisch!. Man kann sich natürlich auch von extern eine Unterstützung holen, in Form eines Moderators z. B. und das ganze eben professionell begleiten lässt.

Luis Eßmann: Wie kann Oxytocin am Arbeitsplatz ausgelöst werden?

Dr. Hans Tavs: Einfach auf irgendeinen Knopf im Menschen zu drücken, der dann dafür sorgt, das Oxytocin ausgelöst wird, gibt es nicht. Aber Oxytocin kenn ich von der medizinischen Seite her aus der Geburtshilfe z. b. wo dann Infusionen angehängt werden, die dann die Wehen auslöst. Aber Oxytocin wird ja auch so als Bindungs- oder Kuschelhormon bezeichnet. Aber ich wüsste jetzt nicht (vielleicht gibt es ja Studien darüber) wie man jetzt kausal gesehen Oxytocin auslösen kann.

Luis Eßmann: Wie kann Serotonin am Arbeitsplatz ausgelöst werden?

Dr. Hans Tavs: Ähnliche Antwort wie gerade eben. Serotonin kenn ich jedoch eher aus der Depressionsbehandlung, also wenn ein Mangel besteht, kann das eben auch als Antidepressivum eingesetzt werden. Zumindest wird dem Hormon auch eine gewisse Wohlfühlfunktion zugesprochen. Serotonin soll auch motivationsfördernd sein. Da bin ich mir jedoch noch weniger sicher als bei Oxytocin, ob das jetzt alles so eins zu eins in eine Gleichung zu bringen ist. Also dieser Serotoninmangel der bei einer Depression immer beschrieben wird, wird von namhaften Neurologen und Psychiatern auch in Frage gestellt. Am Arbeitsplatz ausschütten wäre eine Möglichkeit, man könnte natürlich auch Tabletten einnehmen, in denen das Hormon entweder enthalten ist oder den möglichen Hormonmangel steigert, aber das ist sicher nicht im Sinne des Erfinders eben solche Tabletten im Büro auszugeben, um den Wohlfühlfaktor zu erhöhen.

Luis Eßmann: Wie kann Dopamin am Arbeitsplatz ausgelöst werden?

Dr. Hans Tavs: Auch ein wichtiger Neurotransmitter wie wir sagen. Aber Serotonin und Dopamin haben ähnliche Effekte. Beiden wird eben eine Motivations- und Antriebsfunktion zugeschrieben. Insofern wird Dopamin / Serotonin ausgelöst, wenn das Arbeitsumfeld / Klima gut ist. Dann schüttele ich eben den Neurotransmitter und eben die dementsprechenden Hormone aus.

Luis Eßmann: Wie kann Endorphin am Arbeitsplatz ausgelöst werden?

Dr. Hans Tavs: Das kenne ich jetzt aus dem medizinischen Bereich eher aus der Schmerzreduktion, weil es ja ähnlich wie ein Opiat ist. Und am Arbeitsplatz habe ich jetzt keine Idee.

Bei Läufern insbesondere bei Marathonläufern oder allgemein bei Menschen, die ganz lange eine sportliche Betätigung machen, bei denen wird Endorphin ausgeschüttet. Außerdem hat Endorphin auch einen drogenähnlichen Effekt, der sich eben nicht nur positiv auswirkt, sondern eben auch weniger Schmerzen fühlt. Am Arbeitsplatz habe ich jedoch keine Idee. Endorphine sind meiner Meinung nach

Neurotransmitter die sozusagen erst nach einer sehr langen Zeit ausgeschüttet werden und deswegen habe ich jetzt keine Idee wie man das am Arbeitsplatz machen könnte. Es sei denn man legt eine ganze Arbeitswoche oder Monat zugrunde und man sagt wenn die irgendwie ein kleines Projekt haben, dass sie alle irgendwie ganz high sind und hoch motiviert sind dann schütten die vielleicht auch Endorphine aus, aber das wäre für mich jetzt schon eher konstruiert.

Luis Eßmann: Können Sie sich langfristige Konsequenzen vorstellen, die mit einem hohen Gehalt an Wohlfühlhormonen wie Oxytocin, Serotonin, Dopamin und Endorphin verbunden sind?

Dr. Hans Tavs: Bei einem hohen Spiegel an Neurotransmittern über einen längeren Zeitraum tritt immer ein Abnutzungseffekt auf. Oder ein Gewöhnungseffekt. Ist also ähnlich wie bei anderen Drogen auch. Zum einen braucht man mehr Stoff, um die gleiche Wirkung zu erzielen und wenn immer der gleiche Stoff eingesetzt wird, dann nutzt sich das einfach ab. Das hat eine Dosissteigerung als Folge. Das auch immer Teil einer Sucht ist. Lapidar gesprochen bei den Neurotransmittern, über die wir uns unterhalten, glaube ich, dass die Wirkung weniger wird. Auf null wage ich zu bezweifeln, aber ja..

Luis Eßmann: Glauben Sie, dass eine gezielte Minimierung des Cortisolspiegels am Arbeitsplatz positiv oder negativ zu einem besseren und effizienteren sozialen Umfeld betragen würde?

Dr. Hans Tavs: Da bin ich jetzt ein kleiner Spezialist, da wir mal eine Forschung bei MAN gemacht haben. Cortisol kann man relativ gut und einfach messen und das gilt als Stresshormon. Und in der Tat können sie durch bestimmte Verhaltensweisen, in positiver wie in negativer Art, zu einem erhöhten Cortisolwert bei Menschen beitragen. Kurzfristig ist der Effekt nicht negativ, da es ein körpereigenes Hormon ist. Wir produzieren das schließlich jeden Tag. Es beeinflusst den Blutzucker, das Schlafverhalten etc. Eigentlich den ganzen Organismus. Aber wir wissen auch, das dauerhaft zu hohe Cortisolwerte schädlich sind und dann eher das ganze Pendel in die negative Richtung schwingen lässt. Und dann alle möglichen negativen gesundheitlichen Auswirkungen verursacht. Da gibt es ganz unterschiedliche Auswirkungen bis hin zu Diabetes, Depression etc. Das wird dem Cortisol alles zugeschrieben. Und Forschungen bestätigen, das der Cortisolspiegel an einem stressigen Tag deutlich höher ist. Bei uns z. B. war das hochspannend, da wir eine Kooperation mit der Uni in Ulm hatten. Wir haben sogenannte Meisterschulungen gemacht, also sozusagen Führungskräfte qualifiziert und weil vorhin die Frage war, was so förderlich ist und haben dann festgestellt und der Effekt war sehr lange nachweisbar, das eine Führungskraft in dem Fall der Meister über zwei Blöcke a zwei Tage durchlaufen ist, was ja gar nicht so lange ist, dann waren die Cortisolwerte bei den untersuchten Mitarbeitern, damals glaube ich über 70 Leute, deutlich niedriger. D.h. dass die mit weniger Stress, wenn man es denn so sagen darf, hinterher an gleiche Herausforderungen gegangen sind. Also durch das Seminar haben sie eben

eine gewisse Resilienz entwickelt und waren dadurch eben besser in der Lage ihre Tätigkeit auszuführen und wir haben dann Cortisol im Urin und im Blut nachgewiesen und gemessen. Und da gab es eben eine relativ langanhaltende Senkung von dem Cortisol und dabei eben die Schlussfolgerung, dass das Stresslevel dadurch eben gesenkt wurde.

Luis Eßmann: Gibt es Methoden zur Messung des Hormonspiegels und halten Sie es für möglich, dies am Arbeitsplatz umzusetzen?

Dr. Hans Tavs: Ja das kann man! Durch Urin, Blut, Haar etc. Das geht relativ einfach.

Luis Eßmann: Alles klar, Ich danke Ihnen für Ihre Zeit und Ihren Aufwand Herr Tavs!

Appendix 4 Interview Ziegler

Name: Günter Ziegler
Age: 50
Nationality: German
Occupation: Management Audi Ag, I am responsible for the after sales within the German market.
Current position: Head of Service Market Germany
Current workplace: Audi Ag Germany, Ingolstadt

How long you have been working in this field: At Audi since 2012, before I did the same job for Skoda Germany for another 3 years, so in total 15 years in that position and field. On the whole aftersales, since 1998!

Luis Eßmann: How would you describe motivation?

Günter Ziegler: When you like to do something. If you are not in a bad mood, when doing something. If you are lucky(happy) and motivated in doing something, that is motivation!

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), when wanting to improve team performance and the overall working environment, how important is motivation as a tool?

Günter Ziegler: Something between 9 and 10. It is very important as it serves as one of the main tools regarding the performance of a team.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), do you think that an increase in team performance directly leads towards a more efficient work environment within that team?

Günter Ziegler: Yes! Also, the other way round! A good environment also leads towards a better team performance in my opinion. Therefore, 8.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely). Oxytocin, Serotonin, Dopamine and Endorphin are hormones that make human's feel good. Do you think they boosts cooperation among people and consequently lead towards a better social environment?

Günter Ziegler: Yes for sure, if you are lucky(happy) and motivated, your body is producing these hormones. That is a natural biological reaction within the human body. Thereupon, these hormones can be seen as a catalysator of performance. 9.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely). In your opinion, do the above-mentioned hormones impact the performance of a team overall?

Günter Ziegler: Yes, they do. 8

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), how would you rate the impact of cooperation (teamwork) on the performance of individuals?

Günter Ziegler: 10! I can also tell you why. In Germany there is a saying. If you have a basket full of apples and there is one damaged or rotten apple in it, that apple will infect the others. Consequently, leading towards the whole basket turning bad. Same counts for a team.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), how would you rate the impact of cooperation (teamwork) on the performance of the group overall?

Günter Ziegler: 10

Luis Eßmann: In what way does constant stress impact team performance and the work environment?

Günter Ziegler: If the stress is permanently, it will have a negative impact. However, if stress is only temporarily, it has the potential to push teamwork. In that sense, stress also produces hormones that have their impact. For example, let's assume that you find yourself in a dangerous situation. During this event, your body produces Endorphins and due to that your performance will be extremely high within that situation. Nevertheless, if you are in that dangerous situation over a longer period in time, that also means that you are stressed over a longer period. So, your body will have no more resources to produce Endorphins and then your performance will quickly fall from extremely high to zero performance. As there is no fuel in the engine any longer.

Luis Eßmann: How do you try to avoid or minimize stress?

Günter Ziegler: I do a lot of sports, either in the evening or at the weekends. If my stress level is very high, I usually go for a run. Another way is to watch something very trivial on Netflix for instance. However, personally sport is the way to go.

Luis Eßmann: How do you try to avoid or minimize stress among your employee's?

Günter Ziegler: I try to bring them into a situation in which they have fun, they enjoy their job. That means we create a climate within the team where the well-being is very high. It is important that the team members know mistakes are ok. Also, we value transparency a lot. In addition, honesty is very important. It is an important cultural value within our team. If someone is feeling bad, it is important that that someone is talking to me and tells me what's going on in order for me to be able to help. I also recognized that happy employees perform better than unhappy ones. Whereas unhappy ones just tend not to deliver, and once someone does not deliver or perform good, it can cause a chain reaction affecting the whole team. Team members can be look at as an engine of a department and if 2-3 cylinders fall out, the pressure on the rest of the team is becoming higher. Consequently, the level of stress also increases and then we are again talking about the permanent stress level which has negative consequences.

Luis Eßmann: Now we are gonna talk a bit about employee needs:

Do you determine the needs of your employees? If yes, how?

Günter Ziegler: Yes I do. I am permanently talking to my employees. I tell them, if they have the feeling that they did something wrong or even if they think that I did something wrong, they should give me feedback. I am not perfect, I am learning every day and I want to learn from my team members. It is like an open culture and that is very important. I also remind my employees on a constant basis how important that open culture is. I am in constant contact with my employees even when everybody is doing home office, I try to implement a digital coffee meeting with each member for around 30-60 min at the end of the day. Normally at the office, I used to have permanent chats with my employees, where I asked them questions such as “How are you? What’s going on? Do you want to go for a coffee with me?”, and these conversations also included talks about private matters in which, if needed I try to assist within solving problems, if there are any.

Luis Eßmann: So you are talking about generating trust?

Günter Ziegler: Yes

Luis Eßmann: If their needs are satisfied, what impact does this have on the individual and team performance?

Günter Ziegler: If you employee of mine approaches me and asks me for a yellow pencil (Not the best example). I don’t tell him to leave me alone and handle that by himself. I would try to get him that yellow pencil, because if he is than satisfied with having that yellow pencil and performs better, it is good. The answer is the individual satisfaction of needs leads directly to a positive mood within the team.

Luis Eßmann: Does it increase individual performance?

Günter Ziegler yes!

Luis Eßmann: and team performance respectively?

Günter Ziegler: yes!

Luis Eßmann: Does collective need satisfaction among employees affect the overall work environment positively?

Günter Ziegler: Yes for sure, same in sports. If you have a soccer team which has a good team satisfaction or team spirit, it will impact each individual within that team and leads towards the team being able to deliver outstanding performances. In soccer that is the kind of team spirit you need in order to win a championship.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), does having clearly defined team goals guarantee effective teamwork?

Günter Ziegler: It helps. Yes, it is not a key factor but a contributor. Therefore, a 7.

Luis Eßmann: How would you define emotional intelligence?

Günter Ziegler: If you are able to read people and their needs as well as to control yourself. If you are not an egoist, if you value others and also listen, if you take care of other's needs, all that is emotional intelligence to me.

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence increases the team performance?

Günter Ziegler: 10

Luis Eßmann: On a scale from 1-10 (1 not at all – 10 extremely), do you think that emotional intelligence increases the work environment?

Günter Ziegler: 10, the best leaders have a great amount of emotional intelligence!

Luis Eßmann: I totally agree. In your opinion, how can workplace communication be improved to increase team performance and simultaneously contribute to a better work environment?

Günter Ziegler: Permanent communication within teams and among the work place causes transparency. Transparency supports that you understand others better and generally supports the team feeling. It also supports the possibility for the leader to deliver emotional intelligence on the road.

Luis Eßmann: What is good and effective leadership?

Günter Ziegler: Effective leadership to me is if a leader can switch very quickly between different leadership profiles. That means, if you are in a crisis, you have to have another leadership modus compared to a non-crisis modus. In a crisis modus, I decide alone and quickly for instance. In that situation, the team has to trust me and has to do what I decide, immediately. If we are in a non-crisis modus, that means you have a strategy, you have your goals which you want to reach, then it would be extremely wrong to decide on my own. It is much better then, to use the team intelligence. For instance, if I have a team of 20 people, I think that 20 people can jointly make better decisions than a leader on his / her own. The role of the leader is to moderate the process that the group is then developing good results which lead to the strategy and the vision that have been defined before hand.

Luis Eßmann: In your opinion, what leadership soft skills proved to be positively impacting team performance and the work environment respectively?

Günter Ziegler: Social competence, emotional intelligence are for sure very important. Also, if there is respect among team members towards the leader. That the leader has a natural authority. And I think that it is very important that a leader stays human.

Luis Eßmann: What do you mean with staying human?

Günter Ziegler: In that sense I mean that someone is sincere and fair. That is also important when it comes to trust.

Luis Eßmann: Do you mean authority and fairness?

Günter Ziegler: yes, that is important.

Luis Eßmann: Do you have any other suggestions on how to further improve team performance and the work environment respectively?

Günter Ziegler: I think we covered the core messages.

Luis Eßmann: Cool, well thank you very much Mr. Ziegler, for your time, for your responses and your expertise.

Appendix 5 Interview Bedei

Name: Dirk Bedei
Alter: 56
Nationalität: deutsch
Aktuelle Berufsbezeichnung: Kaufmann
Berufserfahrung in dieser Position: Geschäftsführer, Benteler Gruppe
Arbeitsplatz: Lokal in Paderborn, im Homeoffice
Berufserfahrung in diesem Bereich: 16 Jahre

Luis Eßmann: Wie würden Sie Motivation beschreiben?

Dirk Bedei: Motivation ist ein Motor, der mich antreibt eine bestimmte Handlung auszuführen, eine bestimmte Aktivität einzuleiten und ein bestimmtes Ziel zu erreichen. Motivation kann aus einem selber herauskommen, weil er gerne kocht oder Motorrad fährt z. B., aber es kann auch äußerliche Anreize geben wie Lob erhalten, Tadel vermeiden, Geld verdienen. Das ist meine Umschreibung für den Begriff Motivation.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Wie wichtig ist Motivation als Instrument, um die Teamleistung und das allgemeine Arbeitsumfeld zu verbessern?

Dirk Bedei: Das steht schon ganz weit oben. Ohne Motor läuft nichts, also 10 Punkte.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Wie sehr sind Sie der Meinung, dass eine Steigerung der Teamleistung direkt zu einem effizienteren Arbeitsumfeld innerhalb dieses Teams führt?

Dirk Bedei: Das ist eine interessante Fragestellung. Führt Teamleistung zu effektiverer Arbeitsumgebung oder führt eine effektivere Arbeitsumgebung zu einer Steigerung der Teamleistung? Wenn das Team motiviert ist, ein bestimmtes Ziel zu erreichen, dann wird dieses Team vermutlich auch ohne Selbstorganisation, Selbsterkenntnis seiner Arbeitsumgebung und sein Arbeitsumfeld so gestalten, dass es sich verbessert und der Zielerreichung zuträglich ist. Deshalb sage ich mal ja, 9 Punkte.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem) Oxytocin, Serotonin, Dopamin und Endorphin sind Hormone, die Wohlbefinden unter den Menschen hervorbringen. Wie sehr sind Sie der Meinung, dass sie die Zusammenarbeit zwischen Menschen fördern und folglich zu einem besseren sozialen Umfeld führen?

Dirk Bedei: 9 Punkte

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie sehr beeinflussen die oben genannten Hormone Ihrer Meinung nach die Leistung eines Teams?

Dirk Bedei: Das ist sehr gut vorstellbar, eine entspanntere, offene Erörterung von Problemen. Herangehensweise an Probleme, sicherlich viel eher bei körperlichen und seelischen Wohlbefinden möglich, damit bessere Leistungen zu erzielen. 9 Punkte

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung von Einzelpersonen bewerten?

Dirk Bedei: Teamarbeit als konstruktive zielorientierte Interaktion akzeptiert, verinnerlicht und man das auch kann und will, dann auch 9 Punkte.

Luis Eßmann: Auf einer Skala von 1 bis 10 (1 überhaupt nicht – 10 extrem)
Wie würden Sie die Auswirkung von Kooperation (Teamarbeit) auf die Leistung der Gruppe insgesamt bewerten?

Dirk Bedei: Auch 9 Punkte

Luis Eßmann: Inwiefern wirkt sich ständiger Stress auf die Teamleistung und das Arbeitsumfeld aus?

Dirk Bedei: Ad hoc negativ. Stress heißt Anspannung. Stress heißt zu viel Arbeit, zu komplexe Arbeit. Fehler passieren und Fehler werden dann gerne an andere deligiert, um Tadel oder Schuldbewusstsein zu vermeiden. Nach dem Motto, Bedei hat einen Fehler gemacht, sofort das System anhalten, wir müssen feststellen warum Bedei den Fehler gemacht hat. Ich hab doch hundert mal gesagt, er soll keine Fehler machen und jetzt macht er schon wieder einen. Also sowas wie Fehlervermeidung und Vertuschungsstrategie ist echt ein Hemmschuh. Echt ein Hemmschuh für eine gute Teamleistung und ein gutes Arbeitsumfeld.

Luis Eßmann: Wie versuchen Sie Stress bei sich selbst und bei Ihren Mitarbeitern zu vermeiden oder zu minimieren?

Dirk Bedei: Ich versuche das für mich persönlich als auch für meine Mitarbeiter, in dem ich den Leuten einen gehörigen Vertrauensvorschuss gebe. In dem ich ihnen Freiräume verschaffe, in der Aufbau- und Abbauorganisation. Ich versuche sehr viel Selbstorganisation zuzulassen, sofern das betrieblich möglich ist und nichts dagegen

spricht. Gemeinsame Zielvereinbarung anstreben, also bis wann meinen Sie, könnte das fertig sein! und nicht bis heute 17:00 Uhr! Aufgabenverteilung auch homogen, dass keiner überlastet ist. Laut sein vermeiden, Fehlertoleranz, Vertrauen in Selbstorganisation der Mitarbeiter und auch der kleinen Teams. Ich brauche da jetzt nicht hinterher zu laufen und deren Dienstplan abklären, das können die untereinander machen. Wertschätzung, Freundlichkeit. Zeitgeben, das sind alles solche Sachen, die Stress vermeiden!

Luis Eßmann: Nun geht es um die Bedürfnisse der Mitarbeiter.

Versuchen Sie die Bedürfnisse Ihrer Mitarbeiter zu ermitteln? Falls ja, wie?

Dirk Bedei: Durch Befragen. Passt das so für sie? Aus Ihrer Sicht noch Vorschläge, Ideen? Also ich mach jetzt z. B. keine expliziten Jahresgespräche, weil das immer so ein erzwungenes Format ist. Ich mache eher ein Management by Walking around. Hier könnte man, hier sollte man nicht, statt Vorgaben zu machen. Ich meine, ich arbeite hauptsächlich mit erwachsenen Menschen zusammen, die in meiner Altersklasse sind, vielleicht ein bisschen jünger.

Versuchen, die Leute an Bord zu bringen? Freiheiten und Handlungsspielräume ermöglichen. Möglichst nicht zu viel regulieren, so dass die Mitarbeiter auch wirklich Ihre Bedürfnisse ausleben können. Soweit es die betriebliche Organisation und die Abläufe hergeben.

Luis Eßmann: Wie wirkt sich Ihrer Meinung nach die Befriedigung dieser Bedürfnisse auf die individuelle Leistung und die gesamte Gruppenleistung aus?

Dirk Bedei: Naja, die arbeiten dann natürlich schon in einem entspannteren Umfeld, sind nicht angestrengt, nicht gestresst. Von der Leistung des Einzelnen im Betrieb orchestriert durch Teamleitung bzw. durch die Selbstorganisation eines Teams, das ist schon wichtig. Gerade für den einzelnen Mitarbeiter und das strahlt dann auch auf die gesamte Gruppe zurück und wird wieder zurück gespiegelt sag ich jetzt mal. Durch die Gruppe auf den einzelnen. Ein Zufriedenheitsgefühl, ich kann meine Arbeit! Ich finde Hilfe, wenn ich Hilfe brauche. Ich traue mich zu fragen, ich kann Fehler zugeben. Auch ohne nur daran zu denken, etwas zu vertuschen oder anderen in die Schuhe zu schieben. Wenn das bei einem Einzelnen klappt, dann sollte es auch in der Regel für das ganze Team klappen. Natürlich nur wenn keine Antipathien unter einzelnen Mitarbeitern oder Kollegen vorherrschen.

Luis Eßmann: Beeinflusst die kollektive Bedürfnisbefriedigung der Mitarbeiter Ihrer Meinung nach das gesamte Arbeitsumfeld positiv?

Dirk Bedei: Ja würde ich schon sagen, dass das nach außen strahlt. Wenn die Bedürfnisse befriedigt werden, wobei man sich auch ausmalen muss, dass nicht alle Bedürfnisse befriedigt werden können und sollen. (...).

Aber all in all, eine Bedürfnisbefriedigung in gewissen Grenzen für die Mitarbeiter und das gesamte Team ist sicherlich förderlich für das gesamte Arbeitsumfeld.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr gewährleisten klar definierte Teamziele eine effektive Teamarbeit?

Dirk Bedei: Ein Ziel alleine gewährleistet ja noch keine effektive Teamarbeit. Natürlich kann man ein Ziel definieren, aber dadurch arbeitet das Team noch nicht effektiv. Über Effizienz muss man sich eine ganze Menge Gedanken machen. Wer kann zu dem Ziel etwas beitragen, wer will zu dem Ziel etwas beitragen. Wenn ich fünf Buchhalter zusammenstecke und erzähle denen, sie müssen jetzt einen neuen Elektromotor entwickeln, dann wird daraus mit Sicherheit nichts. Man muss die richtigen Leute auswählen, man braucht ein Selbst Commitment des einzelnen Mitarbeiters, also eine Selbstverpflichtung der Teammitglieder hinsichtlich Ziel und Aufgabenstellung. Könnt ihr das, wollt ihr das, traut ihr euch das zu? Nicht das Ziel allein hilft eine effektive Teamarbeit zu entwickeln, sondern wirklich... Ja wie soll ich sagen, das Ziel ist auf jeden Fall wichtig, es ist ja schließlich Teil der Motivation aber wie bring ich die Leute an Bord, um dieses Ziel zu erreichen und dann aber auch effektiv zusammenzuarbeiten im Team, um das Ziel zu erreichen.

Luis Eßmann: Wie würden sie Emotionale Intelligenz definieren?

Dirk Bedei: Das ist eine spezielle Intelligenz, die sich weniger an Zahlen, Daten, Fakten orientiert, sondern viel mehr empathische Fähigkeiten erfordert. D.h. wahrnehmen was nicht gesagt, gedruckt ist, sondern welche Gefühle meinen Gegenüber bewegen. Beispielsweise aus dem Wording heraus, Gestik, Mimik, Haltung. Und die Emotionale Intelligenz besteht ja insbesondere auch darin diese Wahrnehmung auch zu verstehen und diese dann auch zu interpretieren und auch in einer bestimmten Weise so zu steuern, beeinflussen, dass ich meine Ziele damit schneller, besser oder überhaupt erreiche. Das wäre Emotionale Intelligenz von meiner Seite aus.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach die Leistung eines Teams?

Dirk Bedei: 10, wenn das jeder in einem Team könnte und das auf der ganzen Welt in jedem Unternehmen umgesetzt wird, dann würden wir explodieren vor Kreativität.

Luis Eßmann: Auf einer Skala von 1 – 10, wie sehr beeinflusst emotionale Intelligenz Ihrer Meinung nach das Arbeitsumfeld oder auch Arbeitsklima?

Dirk Bedei: Ja ist auch sehr wichtig. 9! Eine direkte Beeinflussung gibt es da schon einmal. Solche Begriffe wie kleiner Dienstweg oder Flurfunk, das sind alles so Sachen. Das involviert Emotionale Intelligenz. Der Anruf im Vorstandssekretariat z. B.

Luis Eßmann: Wie kann Ihrer Meinung nach die Kommunikation am Arbeitsplatz verbessert werden, um die Teamleistung zu steigern und gleichzeitig zu einem besseren Arbeitsumfeld beizutragen?

Dirk Bedei: Wichtig ist immer ein Klima zu erzeugen, indem offen und vorurteilsfrei Themen und Fragenstellungen erörtert werden können. Der eine nimmt es persönlicher, der andere sehr sachlich, fachlich aber wirklich pros und cons gemeinsam gegenüberstellen, gemeinsam diskutieren und erörtern, möglichst zügig gemeinsam zu Schlüssen zu kommen, ohne das dann per order di mufti der chef sagt, so und so machen wir das jetzt. Das soll eine Gemeinsamkeit sein, wie ich vorhin schon sagte, die Leute mit an Bord bringen. Ein Team Commitment, wir machen das gemeinsam. Und last but not least es ist immer ein Vorleben durch den Chef. Ich stelle mich auch der Kritik.

Luis Eßmann: Wie sieht gute und effektive Führung für Sie aus?

Dirk Bedei: Die Führung ist so zu gestalten, das die Mitarbeiter bevorstehende Probleme, Herausforderungen auch als diese erkennen. Ziele daraus ableiten und diese dann mit einem angemessenen Aufwand, Kosten und Zeit erreichen. Und Führung ist nicht, das da einer vorne steht und sagt, wer jetzt wo und wann etwas zu machen hat.

Gute Führung ist eine gute Moderation von Wissen und Know-how der Mitarbeiter, ein gutes Händchen für unterschiedliche Mitarbeitertypen, ist eine Motivation von Mitarbeitern, wenn es mal sperrig wird, ist immer hinter den Mitarbeitern stehen von draußen, vor Lieferanten vor Kunden. Gute Führung ist auch wenn der Chef als Sparring Partner vorbehaltlos und immer zur Verfügung steht und immer erreichbar ist. Und er soll auch in Grenzen fehlertolerant sein. Das heißt nicht nachlässig sein, aber auch nicht bei dem ersten Fehltritt aus dem Gatter hüpfen.

Luis Eßmann: Sind Sie der Meinung dass gute und effektive Führung die Teamleistung bzw das Arbeitsumfeld positiv beeinflusst?

Dirk Bedei: Definitiv, 100 Punkte!

Luis Eßmann: Haben Sie weitere Vorschläge zur Verbesserung der Teamleistung und des Arbeitsumfelds?

Dirk Bedei: Mitarbeiter müssen mehr selbst ausprobieren, sich testen ohne dass der Chef ständig Anstöße geben muss. Wichtig ist auch ein gutes, freundlichen, wertschätzendes Umfeld. Der Chef hat die wesentliche Aufgabe, dieses mitzugestalten und die Mitarbeiter dazu auch anzuhalten. Also Freundlichkeit, Wertschätzen, Feedback in einem angemessenen Ton und immer unter vier Augen vollziehen. Loben ist ein wichtiges Thema. Verbesserung der Teamleistung, Loben des Einzelnen aber auch Loben der Teamleistung. Wenn wirklich ein Team gemeinsam zu

einem Ziel gekommen ist. Erfolgserlebnisse schaffen und Erfolgserlebnisse feiern und kommunizieren und Misserfolge dann weniger feiern aber auch adressieren.

Luis Eßmann: Perfekt, Ich danke Ihnen für Ihre Zeit und Ihren Aufwand Herr Bedei!