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Department of Business Administration
Master in Human Resources Management

Master's Thesis

**Modelling the effect of Teamworking on Employee
Engagement. An empirical approach.**

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Abstract

The present study investigates the role of Teamworking on employees in the Greek hospitality industry. In doing so, "Partial Least Squares Structural Equation Modeling (PLS-SEM)" was applied based on a convenient sample of 271 employees from specific hotel organizations whose ranking is 4- and 5-star. The research demonstrates the relationships between teamwork, psychological safety, transformational leadership, work engagement, and job burnout. In summary, the study reveals the significant role of teamwork in employee engagement. According to the research's findings, leaders can play a crucial role in enhancing organizations' capabilities. Hence, they have to create a psychologically safe workplace and adopt a teamwork mindset. These strategies can reinforce employee engagement.

Keywords: Teamwork, Work Engagement, Transformational Leadership, Psychological Safety, Burnout, Hospitality Industry.

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1. Introduction

The hospitality industry includes accommodation, restaurant, entertainment, and transportation businesses (Brotherton, 1999; Hu et al., 2009), which deals with rising competition. Employees in this industry have to keep and appeal to new customers by satisfying their even more sophisticated requirements. It is a fact that tourists are more than ever before seeking "unique" and "special" experiences. To meet this new demanding challenge, there has been more attention driven to "knowledge sharing" in the hospitality industry, and even as well as on the view of "teamwork." Nowadays, there are more and more "organizational teams" within the hospitality industry. According to researchers, team members are increasingly sharing their experience and knowledge to provide creative and innovative services (Hu et al., 2009).

Apart from better quality services, numerous studies support other positive consequences of teamwork within the business environment. For instance, in European research, findings show that Teamworking was responsible for decreasing employee absenteeism and enhancing organizational performance. Furthermore, teamwork is linked to higher productivity because team members feel psychologically empowered since they can have better control in their workplace (Gallie et al., 2012). It is worth referring that employees having high control in their jobs are likely to be more satisfied and committed to their companies (Cohen et al., 1996). Consequently, teamwork is capable of offering an abundance of positive effects on organizations.

Nevertheless, this research will examine the effects of teamwork on employees' work engagement in the hospitality industry. Work engagement is related to a positive working state that enhances organizational performance (Sonnetag, 2003; Lu et al., 2016). According to King and Garey (1997) deemed necessary for the hotels to guarantee that their employees have real positive feelings when serving customers. It is significant to report that work engagement is considered a vital factor in organizational health since it influences employees' satisfaction, performance, turnover intentions, organizational success, customer satisfaction, and firm profitability. According to studies, highly engaged employees tend to have more positive feelings for their jobs and companies, improved work-related skills, and respect towards their teammates. Considering these advantages, organizations invest considerable resources to establish specific practices that undoubtedly improve employees' work engagement (Lu et al.,

2016). Teamwork is one of these practices and is due to be analyzed further in this study.

This year, the global tourism and hospitality industry had to deal with expanding COVID-19 and travel restrictions. The CEO and President of the World Travel and Tourism Council supported that "50 million jobs globally are at risk" on behalf of pandemic (Guevara, 2020). Since the strike of COVID-19 at the end of 2019, uncertainty is around the hospitality and tourism industries. This industry consists of close interaction, and human mobility was considered the primary acceptor of the pandemic and its repercussions. Researchers have already tried to investigate this framework and have provided studies with anti-pandemic strategies (Hao et al., 2020). It is a fact that Greece can be an appealing context for further investigation because the Greek tourism industry has been characterized as "one of the main contributors to the growth of the Greek economy," according to PricewaterhouseCoopers (2020). Hence, this dissertation tries to analyze Teamworking during this crisis in an environment that tourism is an indispensable factor of the economy.

1.1 Aim and Objectives of the study

This part of the paper is referring to the aim and the objectives of the study. The main goal of the thesis is to underline the importance of Teamworking in the Greek hospitality industry. It is significant to identify the best characteristics of teamwork quality and what tangible effects will have on employee engagement. Moreover, it is critical to be determined the relationship between transformational leadership and work engagement, mediating from teamwork and job burnout. Besides, it is crucial to highlight the significance of psychological safety for employees and how it can influence teamwork while at the same time necessary to investigate the relationship between job burnout and teamwork.

1.2 Practical relevance

This research strives to contribute at a practical level for managers of the hospitality industry whose employees either engage in teams or when they have the intention to do so in the future. This research might serve as a guideline; it does provide leaders insights in their effort to accomplish teamwork. They will ultimately get a better understanding of the analyzed effects and will be able to improve their teams so that the work engagement is maximized, fulfilling its potential.

1.3 Structure of the thesis

The thesis is divided into eight sections. In the first section, the research is introduced. The next section includes the literature review. This theoretical framework gives an overview of state of the art in literature about the used concepts: teamwork quality, psychological safety, transformational leadership, work engagement, and job burnout. This section also includes the hypotheses that make up this research. The third chapter is all about the methodology. It describes the methods used for this research. In the next section, there is data analysis, and in the fifth chapter, the research results are presented. To be more specific, this section explains the outcome of the questionnaires and the statistical analysis that has been performed. The next section covers a discussion and focuses on the conclusions. The seventh chapter emphasizes several recommendations for future research. The eighth and final section includes the limitations.

2. Literature Review

2.1 Teamwork Quality

First of all, it is essential to be clear about the definition of a team. To be more specific, "a team can be defined as a social system of three or more people, which is embedded in an organization (context), whose members perceive themselves as such and are perceived as members by others (identity), and who collaborate on a common task (teamwork)" (Hoegl & Gemuenden, 2001, p. 436). Furthermore, according to researchers, teamwork is an episodic, adaptive, and dynamic process that includes the feelings, behaviors, and thoughts within team members while communicating to achieve a common target (Salas et al., 2015; Sommer et al., 2016). According to literature, team culture consists of a simplified and emergent set of norms, expectations, rules, and roles. This culture offers team members a sense of identity that turns into group-specific (Hu et al., 2009). Also, Salas refers that the uniqueness of a team consists of three crucial characteristics. First, team members have to work interdependently with one another, coordinating efficiently. The presence of a leader is usual. Secondly, it is a fact that team members are required to exchange resources and information to achieve their goals. Finally, yet importantly, the third characteristic is that teams should have a shared vision, as a consequence to be motivated to work (Salas et al., 2000).

It is a prerequisite to citing that Hoegl and Gemuenden recommend the construct of teamwork quality (TWQ). To elaborate, TWQ is considered a widespread concept of the quality of interactions in teams. TWQ is composed of six different elements- coordination, cohesion, mutual support, communication, effort, and balance of member contributions-(Hoegl & Gemuenden, 2001; Cha et al., 2015). These facets measure the internal interaction in a team. Also, it is worth underlining that teams with high collaboration present behaviors related to all TWQ elements (Hoegl & Gemuenden, 2001). The following is an extensive report of all these facets that offers a comprehensive description for each one.

To begin with, an essential element of TWQ is communication among team members. Communication is considered a means of exchanging information within a team (Pinto & Pinto, 1990; Hoegl & Gemuenden, 2001; Cha et al., 2015). The quality of communication can be characterized by the structure, frequency, openness, and

formalization of information transfer. Firstly, frequency relates to how widely members communicate, while formalization refers to how spontaneously they can speak with each other. Communication that needs planning and preparation (written reports, arranged meetings) regarded as formal, whereas spontaneously interaction (short emails, talks in the hall) compose informal communication. There is no doubt that informal communication is critical for teams with innovative projects since contributions and ideas can be evaluated, shared, and discussed with other members more efficiently and quickly (Katz, 1982; Hoegl & Gemuenden, 2001). Furthermore, team members have to be capable of communicating directly with all members of a team (communication structure). When mediators need for the transfer of information is taking considerable time. Besides, it is worth referring to another crucial facet of communication. Sharing information openly with each other is necessary for teamwork success because team members share experiences and knowledge (Hoegl & Gemuenden, 2001). Apart from that, according to researchers, communication plays a significant role in team performance. Industries such as health care, military, aviation cite that effective communication drives the decrease of errors and acknowledging correct information (Salas et al., 2015). Recent studies have provided strong evidence in support of the above interpretation. Lack of communication is considered the second most common reason for team failures (Salas et al., 2000). Moreover, it is essential to underline that team communication affects other teamwork facets, such as conflict and coordination (Rosen et al., 2011; Salas et al., 2015). As far as coordination, there will be an analytical description below.

Coordination is "the enactment of behavioral and cognitive mechanisms necessary to perform a task and transform team resources into outcomes" (Salas et al., 2015, p. 606). It is worth reporting that effective coordination is considered a crucial driver for beneficial team outcomes (Salas et al., 2015). Team members are necessary to agree on ordinary schedules, deliverables, and financial plans. They need to clarify the subgoals from the task for each one. For achieving them, synchronization and harmonization are indispensable (Hoegl & Gemuenden, 2001). Furthermore, according to research findings, one specific type of coordination is the implicit coordination. It is related to the ability to exchange resources with team members without the need for asking. It is a fact that this facet of coordination permit members to continue their performance levels during stressful situations or periods of high-workload (Salas et al., 2000). Except

for implicit, there is also explicit coordination. Team members deliberately use communication and planning mechanisms to control interdependencies (Rico et al., 2008). By coordinating their actions, teammates make sure that tasks are integrated, sequenced, synchronized, and completed without wasting effort (Spreitzer et al., 1999).

Apart from that, one critical facet of TWQ is the balance of member contributions. To be more specific, team members have to provide all task-relevant experience and knowledge to the team (Seers et al., 1995; Hoegl & Gemuenden, 2001; Cha et al., 2015). It is necessary for teams with innovative projects because they often include people from different backgrounds. Also, it is a prerequisite to underline that members have to contribute to others showing respect at the same time. All people have to present their ideas and contribute their expertise (Hoegl & Gemuenden, 2001; Cha et al., 2015).

Furthermore, it is significant to teamwork quality to be mutual support within a team (Tjosvold, 1984). The successful collaboration among team members relies on a supportive rather than a competitive workplace environment. It is a fact that mutual support is more profitable than the competition (Hoegl & Gemuenden, 2001). When people working on teams have to respect and assist each other, whereas, at the same time, they should support and appreciate member's contributions and ideas rather than trying to undermine them (Hoegl & Gemuenden, 2001; Cha et al., 2015). Thus, when teammates acknowledge inefficient performance from other team members, they may provide critical feedback to help have better results (Rousseau et al., 2006). Intra-team coaching is considered the exchange of constructive feedback within a team. Specifically, teammates coach the other members by providing guidance, advice, suggestions by warning for potential errors or confronting those who break norms. It is a fact that this kind of coaching drives team members to acquire knowledge from each other, improving their performance (Rasker et al., 2000). In contrast, antagonistic behaviors lead to frustration and distrust within a team (Hoegl & Gemuenden, 2001). According to organizational research, there is no doubt that competition can lead to conflict escalation and mutual enmity due to self-fulfilling prophecy (Simons & Peterson, 2000). To conclude, mutual support within a workgroup is considered extremely crucial for teamwork.

Not only mutual support but also effort plays a significant role in the quality of teamwork. To be more specific, there are some expectations from team members for

every behavior in the team. Workload distribution and priorities of tasks over other responsibilities are indicators for how much team members effort to achieve their common targets and meet their team's expectations (Campion et al., 1993; Hoegl & Gemuenden, 2001; Cha et al., 2015). It is worth reporting that knowing and accepting the shared expectations within the workgroup is critical because they effort sufficiently to avoid conflicts. An advanced effort by all members is necessary for the quality of collaboration (Hoegl & Gemuenden, 2001).

Finally, yet importantly, another critical facet of TWQ is cohesion among team members. By definition, social cohesion means "the resultant of all forces acting on members to remain in the group" (Barrick et al., 1998, p. 382; Cha et al., 2015). It is significant to highlight that there are three main reasons that someone wants to remain on the team. The first one is the commitment to the team task, the second is the interpersonal attraction of workgroup members, and the third is the group pride-team spirit. If there is a lack of belongingness and togetherness, there is no possibility of a thorough collaboration (Hoegl & Gemuenden, 2001). Besides, if a team has a high level of cohesion, there is beneficial communication, effective workload sharing, and conflict resolution (Barrick et al., 1998). Taking everything into account, it seems that cohesion is appropriate for building the basis of TWQ.

Hence, as can be inferred by the so far analysis, the facets of TWQ play a significant role in the business environment. In case of a lack of them, a plethora of problems can occur.

2.2 Psychological Safety

Also, another critical issue that is going to refer is psychological safety. According to Kahn (1990), psychological safety is "feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career" (p.708). It is a fact that Kahn focused on the individual facet of psychological safety, in contrast to Edmondson, who consider that psychological safety is a group-level construct. By his definition, "psychological safety as a shared belief that the team is safe for interpersonal risk-taking" (Edmondson, 1999, p. 354; Baer & Frese, 2003; Walumbwa & Schaubroeck, 2009; Zhou & Pan, 2015; Frazier et al., 2017).

To be more specific, psychological safety is related to a climate of formal and informal organizational procedures and practices that support trustful, respectful, and open interactions within the workplace (Edmondson, 1999; Baer & Frese, 2003; Walumbwa & Schaubroeck, 2009). It is important to emphasize that employees feel safe to express their ideas in such work environments because they know that they will not be punished or rejected (Baer & Frese, 2003; Walumbwa & Schaubroeck, 2009). In this way, employees have feelings of safety and ease, driving them to contribute, learn, grow, and perform efficiently (Edmondson, 1999; Baer & Frese, 2003; Frazier et al., 2017), whereas, at the same time, they present exertion of high effort and work engagement (Baer & Frese, 2003, Frazier et al., 2017). For this reason, it is worth reporting that companies displaying a high level of psychological safety perform better than organizations that fail to create such a work environment (Baer & Frese, 2003). One such example is Google. Specifically, according to a recent Google study, psychological safety is the most critical characteristic of a successful team. When team members feel safe are more likely to confess their mistakes, collaborate efficiently, and embrace new roles. People with high levels of psychological safety are less prone to leave Google and more likely to take advantage of the rest team members' diverse ideas (Rozovsky, 2015). Considering the preceding discussion, psychological safety is positively related to teamwork.

Hypothesis: I hypothesized that employee's psychological safety would have a positive effect on teamwork.

Apart from that, it is a prerequisite to underline that leaders play a significant role in creating psychological safety (Walumbwa & Schaubroeck, 2009; Frazier et al., 2017). They are capable of encouraging their employees to express their views without fear. It is a fact that in workplaces with high levels of psychological safety, leaders advocate the importance of such behavior and assure that it will not have negative consequences for the individual or the workgroup (Walumbwa & Schaubroeck, 2009). Moreover, according to Zhou and Pan (2015), psychological safety is positively associated with a specific type of leadership, transformational leadership, which will be analyzed further. Empirical findings of Zhou and Pan (2015) show that transformational leaders shape a workplace that employees value and respect each other, developing an advanced psychological safety climate.

Hypothesis: I hypothesized that transformational leadership would have a positive impact on employee's psychological safety.

Hypothesis: I hypothesized that employees' psychological safety would be a mediator between transformational leadership and teamwork.

Hence, as can be inferred by the so far analysis, mutual respect, openness, interpersonal trust, and truthfulness among team members and employees and leaders drive to psychological safety that is pivotal for the operational qualification of organizations.

2.3 Transformational Leadership

In terms of leadership, it is critical to cite that be an extensive reference to transformational leadership. First of all, considered significant to be clear about the definition of transformational leadership. According to researchers, “transformational leaders motivate followers to achieve performance beyond expectations by transforming followers’ attitudes, beliefs, and values as opposed to simply gaining compliance” (Bass, 1985; Howell & Avolio, 1993; Hartog et al., 1997; Yukl, 1999; Rafferty & Griffin, 2004; Tims et al., 2011; Duan et al., 2017). Bass distinguished four dimensions of transformational leadership that are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Hartog et al., 1997; Bass & Steidlmeier, 1999; Judge & Piccolo, 2004; Rafferty & Griffin, 2004; Tims et al., 2011; Grant, 2012; Breevaart et al., 2014; Zhou & Pan, 2015; Arnold, 2017; Siangchokyo et al., 2020; Watts et al., 2020).

First of all, idealized influence or charisma is considered the most crucial facet of transformational leadership (Rafferty & Griffin, 2004). Idealized influence is when the leader behaves in praiseworthy ways that motivate followers to connect with him. The charismatic leader states their views clearly, displays certainty, and attracts followers to an emotional degree (Judge & Piccolo, 2004; Zhou & Pan, 2015). At the same time, he offers vision and feelings of the mission, he gains trust and respect and raises optimism (Hartog et al., 1997; Grant, 2012; Herrmann & Felfe, 2014; Watts et al., 2020). According to empirical findings, idealized influence is positively associated with effectiveness measures, for instance, satisfaction with the leader (Lowe et al., 1996; Rafferty & Griffin, 2004).

Besides, inspirational motivation is also a critical dimension of transformational leadership. This leadership factor is related to the ability of a leader to behave as a model for followers (Hartog et al., 1997; Duan et al., 2017), developing a vision that inspires them (Judge & Piccolo, 2004; Grant, 2012; Breevaart et al., 2014; Herrmann & Felfe, 2014; Zhou & Pan, 2015; Duan et al., 2017; Watts et al., 2020), providing employees challenging tasks and meaning for engaging in shared targets (Bass & Steidlmeier, 1999; Judge & Piccolo, 2004). It is a fact that leaders to create this vision use emotional appeals and inspirational talks (Rafferty & Griffin, 2004; Grant, 2012; Dust et al., 2014) while at the same time they set high standards and provide optimism for future goals (Judge & Piccolo, 2004; Wang et al., 2017; Buil et al., 2019). Thus, it is crucial to report that inspirational leaders tend to focus on the best in people, such as charity, harmony, and good works (Bass & Steidlmeier, 1999).

Apart from that, deemed pivotal to underline the importance of individual consideration. To be more specific, according to Avolio and Bass (1995, p. 202), “the leader displays more frequent individualized consideration by showing general support for the efforts of followers.” Transformational leaders with individual consideration treat their followers as an individual and offer mentoring, coaching and growth opportunities (Hartog et al., 1997; Bass & Steidlmeier, 1999; Judge & Piccolo, 2004; Epitropaki & Martin, 2005; Hur, 2011; Grant, 2012; Breevaart et al., 2014; Wang et al., 2017) while at the same time they provide ongoing feedback (Hartog et al., 1997; Buil et al., 2019), respect and are interested in employees’ needs (Rafferty & Griffin, 2004; Judge & Piccolo, 2004; Breevaart et al., 2014; Zhou & Pan, 2015; Duan et al., 2017; Buil et al., 2019). It is worth reporting that this process positively impacts employees because anxiety is restricted since they feel support from their organization (Watts et al., 2020).

Finally, yet importantly, considered significant to cite that intellectual stimulation is also a dimension of transformational leadership. Specifically, this kind of leadership is “enhancing employees’ interest in, awareness of problems, and increasing their ability to think about problems in new ways” (Rafferty & Griffin, 2004, p. 333; Grant, 2012; Breevaart et al., 2014). Transformational leader, with intellectual stimulation, takes risks, objects to assumptions, and requests follower’s ideas (Hartog et al., 1997; Judge & Piccolo, 2004); as a consequence, followers can understand, conceptualize and

analyze problems and recommend quality solutions (Hartog et al., 1997; Rafferty & Griffin, 2004). Thus, according to research findings, this leadership factor is positively associated with creativity in followers (Bass & Steidlmeier, 1999; Judge & Piccolo, 2004; Herrmann & Felfe, 2014).

Apart from these critical dimensions of transformational leadership is pivotal to underline that transformational leadership has a positive impact on TWQ (Cha et al., 2015; Zhang et al., 2011), influencing team members when leaders transform the values and attitudes them in the orientation of collective goals (Hur et al., 2011; Bass et al., 2003). As mentioned before, transformational leaders articulate and develop a vision. This vision provides employees positive expectations and optimism about the future (Schaubroeck et al., 2007; Cha et al., 2015; Wang et al., 2017; Buil et al., 2019), while at the same time enhances team cohesion because members have mutual targets (Arnold et al., 2007; Cha et al., 2015; Breevaart et al., 2016). Furthermore, transformational leaders create a sense of empowerment (Dust et al., 2014) within team members through listening, attentiveness, mentoring, and reinforcing behaviors (Spreitzer, 1995; Cha et al., 2015). According to researchers, empowered members present autonomy, purpose, and responsibility and, most of the time, make equal contributions and support one another (Keller, 2006; Cha et al., 2015). Hence, as can be inferred by the so far analysis, there are expected high levels of quality communication among team members due to transformational leadership (Cha et al., 2015). Considering the preceding discussion, transformational leadership expected to contribute to TWQ.

Hypothesis: I hypothesized that transformational leadership would have a positive effect on teamwork.

Besides, as for the field of hospitality, it is considered a prerequisite to underline that significant to have creative staff members to deliver better services to travelers and reach customer satisfaction (Wong & Pang, 2003; Robinson & Beesley, 2010; Wang et al., 2014). Creativity is about “the capability to produce novel ideas or effective solutions to problems and organizations with creative employees can thus create extra value and maintain competitive advantages in a dynamic business environment” (Wang et al., 2014, p. 80). Therefore, it is necessary to cite that transformational leadership can positively influence the creativity of employees. A plethora of empirical studies advocates a strong association between transformational leadership and creativity

(Wang et al., 2014). As mentioned before, transformational leaders encourage employees to exert extra effort to achieve innovative ideas and increase their intrinsic motivation; as a result, to think more creatively (Shin & Zhou, 2003; Wang et al., 2014). Thus, it is a fact that in the hospitality industry is prerequisite the satisfaction of customers. Hence, transformational leaders can encourage their creative staff members to provide quality services, gaining a competitive advantage (Ogaard et al., 2008; Wang et al., 2014). Consequently, transformational leadership is very significant for success in the hospitality sector.

2.4 Work Engagement

Except for that, another pivotal issue that is going to cite is work engagement that is a contemporary topic receiving a plethora of researches (Karatepe & Karadas, 2015). Specifically, work engagement defined as "... a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74; Schaufeli & Bakker, 2004; Bakker et al., 2008; Xanthopoulou et al., 2009; Bakker et al., 2011; Tims et al., 2011; Costa et al., 2014; Knight et al., 2017; Buil et al., 2019). Firstly, vigor is related to employees who are full of energy and mental resilience, whereas, at the same time, they present a great deal of effort and persist when they come up against difficulties. Secondly, dedication is characterized by being fully engaged in one's work and experiencing a sense of enthusiasm, pride, significance, inspiration, and challenge. Thirdly, absorption refers to being happily engrossed and entirely concentrated in one's work whereby time passes rapidly (Schaufeli & Bakker, 2004; May et al., 2004; Bakker et al., 2008; Bakker et al., 2011; Tims et al., 2011; Knight et al., 2017). Researches have revealed that engaged employees have a positive attitude, and for this reason, they cause their positive feedback in terms of recognition, appreciation, and success. Moreover, it is a fact that they report their tiredness as a delightful state since it is related to beneficial accomplishments. Thus, it is critical to highlight that engaged employees do not work on behalf of an irresistible and forceful inner drive, but working for them is pleasure and fun (Bakker et al., 2011). So, employees with high work engagement levels are more happy and productive (Rich et al., 2010; Leroy et al., 2013).

Besides, considered significant to refer that empirical findings support that the crossover of engagement within team members is likely to enhance the team performance. According to the literature, engaged employees are highly committed to their work and willing to help their teammates when needed (Bakker et al., 2006). Thus, emotional contagion or crossover is about transferring positive feelings from one person to the other. When teammates influence each other with their work engagement, they achieve as a team (Bakker et al., 2011). The contagion of positive behaviors resulted in better cooperation and effective task performance (Barsade, 2002; Bakker et al., 2011). Nevertheless, considered necessary to report that collaboration and support among team members influence employee engagement positively. It happens because when employees cooperate, they can achieve tasks that they may not complete individually. Then, they feel more satisfied and engaged with their jobs (Ogbonnaya et al., 2018). So, collaboration and mutual support through teamwork activities are positively associated with work engagement (Major et al., 1995; Ogbonnaya et al., 2018). Hence, as can be inferred by the analysis, there is a positive correlation between Teamworking and employee engagement, and TWQ is expected to contribute to work engagement.

Hypothesis: I hypothesized that teamwork would have a positive impact on work engagement.

Apart from TWQ, transformational leadership also positively affects work engagement (Tims et al., 2011; Kovjanic et al., 2013; Schmitt et al., 2016; Buil et al., 2019). To be more specific, research findings advocate that transformational leaders are conceivable to encourage employees' work engagement by offering their work with importance and meaning (Schmitt et al., 2016). Thus, they articulate an attractive vision and set appealing goals (Kovjanic et al., 2013; Breevaart et al., 2014; Schmitt et al., 2016) whereas, at the same time, they express passion, optimism, and enthusiasm at work (Bono et al., 2007; Den Hartog & Belschak, 2012; Kovjanic et al., 2013; Schmitt et al., 2016). Employees can embrace these positive emotions as leaders can easily influence them (Sy et al., 2005; Bono & Ilies, 2006; Schmitt et al., 2016). Furthermore, feelings of cohesiveness, potency, involvement, and commitment, are significantly developed by a transformational leadership style (Shamir et al., 1993; Tims et al., 2011; Bakker et al., 2011). When the supervisor provides inspiration, support, and quality

coaching, it is possible to motivate their employees since they consider their work satisfying, involving, and challenging, consequently becoming more engaged (Tims et al., 2011; Bakker et al., 2011; Breevaart et al., 2016). Taking all the above into consideration, transformational leadership enhances the work engagement of employees. Summarizing, hypotheses are stipulated as follows:

Hypothesis: I hypothesized that transformational leadership would have a positive impact on work engagement.

Hypothesis: I hypothesized that teamwork would be a mediator between transformational leadership and work engagement.

Besides, according to organizational research, work engagement has gained significant consideration in the field of hospitality (Paek et al., 2015; Cheng & Chen, 2017). Specifically, hospitality organizations require service providers who have high work engagement levels because they can take initiatives, be pro-active, and feel reliable for delivering quality service (Cheng & Chen, 2017). Moreover, it is a fact that engaged employees are more inclined to try further to meet customer expectations (Karatepe, 2013; Cheng & Chen, 2017). Consequently, engaged staff members are pivotal for organizational survival and success in the hospitality industry.

2.5 Job Burnout

Nevertheless, apart from the analysis of work engagement, it is necessary to emphasize job burnout. Specifically, job burnout has defined as "a psychological syndrome involving chronic emotional and interpersonal stressors that individuals' experience at work and their subsequent responses to their tasks, organizations, coworkers, clients, and themselves" (Swider & Zimmerman, 2010, p. 487; Maslach & Leiter, 2008; Fan et al., 2014; Alessandri et al., 2018). People with burnout do not have feelings of achievement and work competency due to having a negative impression of themselves (Mihail & Kloutsiniotis, 2016). The authors of more recent studies have proposed that job burnout is responsible for a plethora of negative consequences in employees and organizations, such as depression and anxiety, mood disturbances (Alessandri et al., 2018), absenteeism, decreased job performance, turnover, and

reduced client and coworker interactions (Wright & Cropanzano, 1998; Swider & Zimmerman, 2010; Alessandri et al., 2018).

According to organizational research, job burnout consists of two significant dimensions. The first one is the exhaustion that is "a consequence of intensive physical, affective and cognitive strain, that is, as a long-term consequence of prolonged exposure to certain job demands (or stressors)" (Demerouti et al., 2002, p. 428; Demerouti et al., 2010; Shirom, 1989). It is a fact that exhaustion is extensively reported and considered the most entirely analyzed dimension of burnout (Maslach & Leiter, 2008). The second one is disengagement that is "distancing oneself from one's work in general, work object, and work content" (Demerouti et al., 2010, p. 210-211; Mihail & Kloutsiniotis, 2016, p.428).

Besides, as mentioned before, in situations where employees are subjected to extended periods of stress, job burnout is conceivable to occur (Consiglio et al., 2013; Harms et al., 2017). Stress defined as "the physiological, and/or psychological arousal that occurs when an individual perceives a threat to something of value to them and threat taxes or exhausts the resources they have available to confront it" (LePine et al., 2004. p. 883; Harms et al., 2017). According to the literature, stress can be either positive or negative. The moderate levels of job stress tend to be beneficial for activating cognitions and behaviors, but the extreme levels can be harmful to people's health (Guinot et al., 2014; Harms et al., 2017). Moreover, it is a fact that stress has two different facets, job stress and interpersonal stress. Job stress is related to the kind of task and the conditions the employee is working. In contrast, interpersonal stress is associated with the conflict with other employees or the feeling that one has to meet others' expectations. Despite the source, most stressors are considered stressful on behalf of the possible threat being either uncontrollable, unpredictable, or both. Thus, the more an employee values a relationship or a resource, the more stress is conceivable when that relationship or resource is threatened. For this reason, important material and psychological resources are usually spent in an effort either for adapting or reducing these stressors (Harms et al., 2017). Consequently, as stress increases, employees have to distract psychological resources to resist the adverse effects as far as those resources are over, and employees feel overwhelmed and unable to work further (Bakker & Demerouti, 2007; Harms et

al., 2017; Bakker & Demerouti 2017). Hence, as can be inferred by the so far analysis, job stress is the main reason for job burnout.

Furthermore, it is worth referring to the relationship between job burnout with teamwork. Specifically, literature shows that team members are inclined to share beliefs, moods, perceptions, and behavioral patterns. Besides, group-level job characteristics are likely to influence individual burnout levels (Consiglio et al., 2013). Hence, shared feelings of burnout on team members are interpreted either due to emotional contagion (Bakker et al., 2006; Consiglio et al., 2013) or as similar responses to the same conditions at the workplace (Consiglio et al., 2013). Moreover, according to organizational research, Bakker et al. (2006) showed that when job burnout expands within a team, resulting in negative feelings—considering the preceding discussion, deemed critical to underline the negative association between job burnout and teamwork.

Hypothesis: I hypothesized that teamwork is going to have a negative correlation with burnout.

Apart from that, considered a prerequisite to citing the relationship of job burnout with work engagement. To be more specific, according to the literature, work engagement is the direct opposite of job burnout (Schaufeli & Bakker, 2004; González-Romá, 2006; Bakker et al., 2008). Engaged employees have feelings of fulfillment in contrast to people with job burnout who feel emptiness. Also, as mentioned before, work engagement is related to high energy levels and identification with work, whereas burnout is associated with poor identification and low levels of energy (Bakker et al., 2008). Consequently, the relationship between job burnout and work engagement is expected to be negative.

Hypothesis: I hypothesized that work engagement is going to have a negative correlation with burnout.

Besides, it is critical to deem the kind of relationship between job burnout and leadership. It is a fact that there are two significant views in the literature. The first one is that leaders can reduce work stressors (Offermann & Hellmann, 1996; Harms et al., 2017), whereas the second one advocates that leaders are responsible for their

employees' stress (Rajah et al., 2011; Harms et al., 2017). Leaders play a focal role in their employees' lives since they distribute or conceal social or material resources (Harms et al., 2017). Specifically, transformational leaders who provide compelling vision, growth opportunities, and support to their employees can reduce job burnout (Densten, 2005; Dóci & Hofmans, 2015; Harms et al., 2017). Hence, high levels of transformational leadership are expected to negatively associate with high levels of job burnout. Consequently, the last hypotheses are stipulated as follows:

Hypothesis: I hypothesized that transformational leadership would have a negative relationship with job burnout.

Hypothesis: I hypothesized that job burnout would be a mediator between transformational leadership and work engagement.

Moreover, considered pivotal to highlight the effects of job burnout on the hospitality industry. The hospitality industry is known to involve hard work and low-paying jobs. Job burnout is responsible for creating feelings that can significantly affect the staff member's ability to deliver quality service. According to research findings, burnout decreases employees' willingness to provide quality services as dissatisfied people cannot satisfy them. Thus, as mentioned before, job burnout is positively associated with turnover, absenteeism, and low morale in the hospitality industry (Kara et al., 2013).

2.6 Hypotheses

This research addresses teamwork by developing and testing a series of hypotheses indicating how it affects employee engagement. To be more specific, having analyzed the literature review will present some pivotal hypotheses to have useful insights about this topic.

Hypothesis 1: I hypothesized that transformational leadership would have a positive impact on work engagement.

Hypothesis 2: I hypothesized that transformational leadership would have a positive effect on teamwork.

Hypothesis 3a: I hypothesized that transformational leadership would have a positive impact on employee's psychological safety.

Hypothesis 3b: I hypothesized that employee's psychological safety would have a positive effect on teamwork.

Hypothesis 4: I hypothesized that employees' psychological safety would be a mediator between transformational leadership and teamwork.

Hypothesis 5: I hypothesized that teamwork would have a positive impact on work engagement.

Hypothesis 6: I hypothesized that teamwork would be a mediator between transformational leadership and work engagement.

Hypothesis 7a: I hypothesized that transformational leadership would have a negative relationship with job burnout.

Hypothesis 7b: I hypothesized that work engagement is going to have a negative correlation with burnout.

Hypothesis 8: I hypothesized that job burnout would be a mediator between transformational leadership and work engagement.

Hypothesis 9: I hypothesized that teamwork is going to have a negative correlation with burnout.

3. Methodology

3.1 Type of Research

First of all, considered a prerequisite to refer that research was carried out was empirical, quantitative, and sampling, via a questionnaire. The term empirical research refers “to making planned observations, by following cautious plans for making observations, we engage in a systematic, thoughtful process that deserves to be called research” (Patten & Galvan, 2019, p. 6). Also, quantitative research is related to “statistical” generalizations, including generalizing results and conclusions from a representative statistical sample of the participants (Onwuegbuzie & Collins, 2007).

Apart from that, it is worth underlining that sampling, which is the procedure of selecting “a portion, piece, or segment that is representative of a whole” (Onwuegbuzie & Collins, 2007, p. 281), is a significant step in the research since it assists informing the quality of conclusions made by the researchers (Onwuegbuzie & Collins, 2007). Moreover, in this study, the questions that were selected were closed-ended. It means that participants answered by choosing from a restricted number of options. It is a fact that the answers depend on the personal experiences of participants.

3.2 Population

Taking into account the needs of the research, data was gathered from hotel organizations (convenient sample process) located in Thessaloniki and Chalkidiki (Greece) in Autumn 2020. Overall, the survey was sent to 323 employees from specific hotel organizations whose ranking is 4- and 5-star.

3.3 Procedure

The survey was conducted from October 15 to November 25, 2020. The hypotheses are tested by making use of a questionnaire. The questionnaire is appropriate since it provides the ability to obtain a large amount of data in a restricted timeframe. The questionnaires were printed and electronic. The distribution e-questionnaires created through the “Google forms” platform was made by sending the specific electronic link with an e-mail to employees in the hotel industry or by e-mail on various social media (LinkedIn, Facebook). Furthermore, it is a fact that the answers to the questionnaires were anonymous because, in this way, respondents feel free to reveal their truthful answers. For instance, if the data would be collected with interviews, the answers could be biased due to participants who were exposed not honest answers. Besides, it is worth referring that the questionnaire was in the English language. For this reason, there was a translation to the Greek language since most employees were Greek.

3.4 Measures

All survey items, were measured using a five-point Likert scale ranging from 1=*strongly disagree* to 5=*strongly agree* and some other items from 1=*never* to 5=*always*. Moreover, “Exploratory Factor Analysis (EFA)” was conducted (“maximum likelihood extraction method”; “promax rotation”; “cutoff value = 0.30”).

3.4.1 "Teamwork Quality"

There are thirty-seven questions for measuring six facets of teamwork quality, developed by Hoegl & Gemuenden (2001).

- The first facet is "Communication," which is consisted of ten questions in a five-point Likert scale ranging from 1 to 5 (1=*strongly disagree*, 2=*disagree*, 3=*neither agree neither disagree*, 4=*agree*, 5=*strongly agree*). Sample items include "The team members were happy with the usefulness of the information received from other team members" and "the team members communicated often in spontaneous meetings, phone conversations."
- "Coordination," which is another facet of teamwork quality, was assessed by four questions in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample items include "There were conflicting interests in our team regarding subtasks/subgoals" and "There were clear and fully comprehended goals for subtasks within our team."
- Regarding "Balance of Member Contributions," there were three questions in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample questions are "The team members were contributing to the achievement of the team's goals in accordance with their specific potential."
- For measuring "Mutual Support," we used six items in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample items include "Suggestions and contributions of team members were discussed and further developed" and "Our team was able to reach consensus regarding important issues."
- Another vital facet of teamwork quality is "Effort," and was measured by four questions in a five-point Likert scale ranging from 1 to 5 (1=*strongly disagree*, 2=*disagree*, 3=*neither agree neither disagree*, 4=*agree*, 5=*strongly agree*). Sample questions are "Every team member made the project their highest priority" and "There were conflicts regarding the effort that team members put into the project."

- "Cohesion" was assessed by ten items in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample items include "Every team member felt responsible for maintaining and protecting the team" and "The members of our team felt proud to be part of the team."

3.4.2 "Team Psychological Safety"

After the evaluation of teamwork quality, there is the analysis of "Team Psychological Safety." To elaborate, we used seven items from (Edmondson 1999) in a five-point Likert scale ranging from 1 to 5 (1=*strongly disagree*, 2=*disagree*, 3=*neither agree neither disagree*, 4=*agree*, 5=*strongly agree*). Sample questions are "Working with members of this team, my unique skills and talents are valued and utilized" and "Members of this team are able to bring up problems and tough issues."

3.4.3 "Transformational Leadership"

"Transformational Leadership" was assessed by six items (Carless et al., 2000) in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample items include "How frequently your manager encourages thinking about problems in new ways and questions assumptions" and "How frequently your manager instills pride and respect in others and inspires me by being highly competent."

3.4.4 "Work Engagement"

For measuring "Work Engagement," we used nine items (Gerards et al., 2018) in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). Sample items include "When I get up in the morning, I feel like going to work" and "I feel happy when I am working intensely."

3.4.5 "Burnout"

For measuring "Burnout," we used nine items. Seven of them measure "emotional exhaustion," and the other two measure "stress."

- "Emotional Exhaustion" was assessed by seven items (Demerouti et al., 2010) in a five-point Likert scale ranging from 1 to 5 (1=*strongly disagree*, 2=*disagree*, 3=*neither agree neither disagree*, 4=*agree*, 5=*strongly agree*).

Sample items include “After work, I tend to need more time than in the past in order to relax and feel better” and “After working, I have enough energy for my leisure activities.”

- “Stress” was measured by two items (Topcic et al., 2016) in a five-point Likert scale ranging from 1 to 5 (1=*never*, 2=*rarely*, 3=*sometimes*, 4=*often*, 5=*always*). The first question asked “how frequently employees felt stressed,” and the other asked about “how frequently employees thinking about work.”

Before the assessment questions of the factors under study were added to the questionnaire, four questions about demographics, educational level, and job status. More in detail, participants were asked about the following.

- Gender, in the form of a divided question (male, female)
- Age
- Level of education, in the form of a multiple-choice question with four (4) alternative answers (High School, Bachelor, Master, Ph.D.)
- Job-status in the form of a multiple-choice question with three (3) alternative answers (fixed-term contract, part-time, full-time).

4. Data Analysis

It is a fact that from 323 questionnaires, we received 271 usable answers. Cases that had missing results for more than one item for any of the subscales were removed. Also, 31 questionnaires were printed, and 240 were via the “Google forms” platform. Besides, it is significant to report that in some cases, there was a record of their age was observed participants with a decimal number, although there was an encouragement to give only integer values. In these limited cases, it occurred rounding to the nearest whole number. Furthermore, both electronics and the printed questionnaires were checked for any recurring answers or extreme (untrue) values in demographics, to be excluded from the analysis. So, 52 of them had this kind of errors. Then, the data were encoded and passed to a database with its help

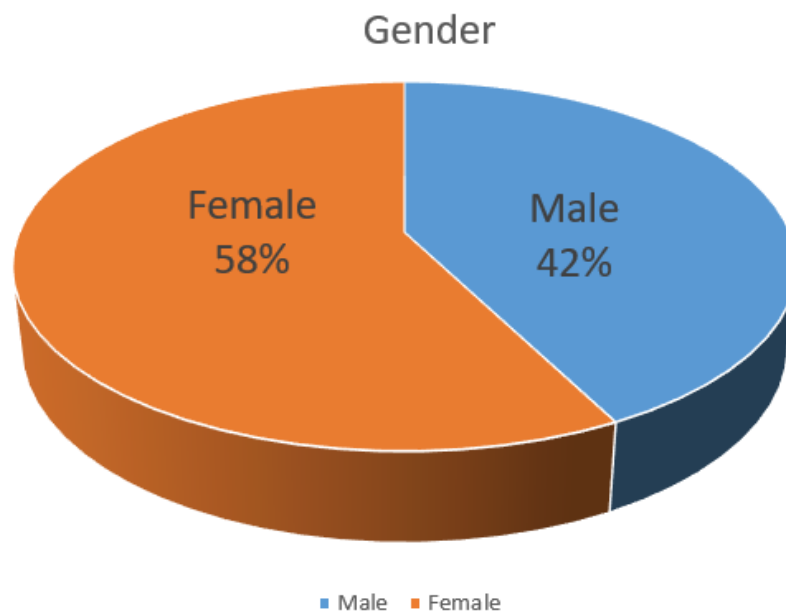
statistical program SPSS. The tables and graphs were made through the Microsoft Excel program.

4.1 Sample Description

As shown in the following tables and graphs, the research participants are in the majority of women 58%. In contrast, men who participated in the survey in terms of the total number of participants have a ratio of 2 to 5, which is 42% (Table and Graph 1). Regarding the age of participants (Table and Graph 2), most of them are 18-30 years old at a rate of 47, 60 %. The second-largest percentage is at the age of 31-40, with 80 answers at the rate of 29, 52 %. Moreover, 16, 61 % of employees are 41-50 years old. Furthermore, we have 17 responses from older than 50 years old at a rate of 6, 27 %. As far as the educational level (Table and Graph 3), the study participants are in the majority of Bachelor graduates at a rate of 53, 51 %, while the second-largest percentage is 31, 37% and is related to Master's graduates. Also, 14, 39 % of participants are High School graduates, while we have only two answers from Ph.D. graduates at a rate of 0, 74 %. Regarding the job status (Table and Graph 4), the highest percentage is 59, 04% with 160 responses and is related to employees with a full-time job. Besides, 83 answers at a rate of 30, 63 % are participants with the fixed-term job, and 28 responses at a rate of 10, 33 % is related to employees with part-time jobs.

Gender		
	Frequency	Percentage
Male	115	42,44%
Female	156	57,56%
Total	271	100,00%

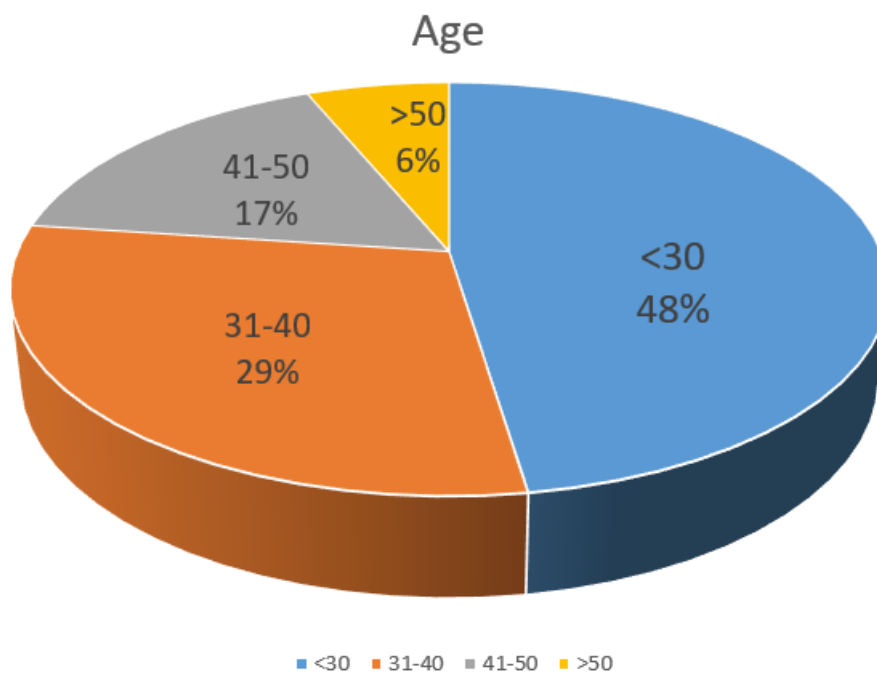
Table 1: Gender of participants



Graph 1: Gender of participants

Age		
	Frequency	Percentage
<30	129	47,60%
31-40	80	29,52%
41-50	45	16,61%
>50	17	6,27%
Total	271	100,00%

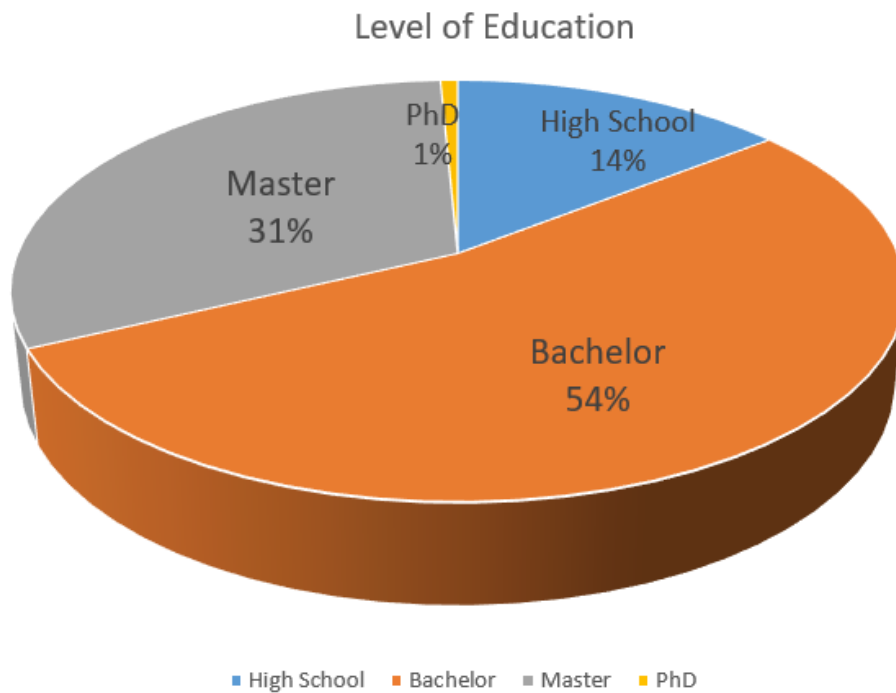
Table 2: Age of participants



Graph 2: Age of participants

Level of Education		
	Frequency	Percentage
High School	39	14,39%
Bachelor	145	53,51%
Master	85	31,37%
PhD	2	0,74%
Total	271	100,00%

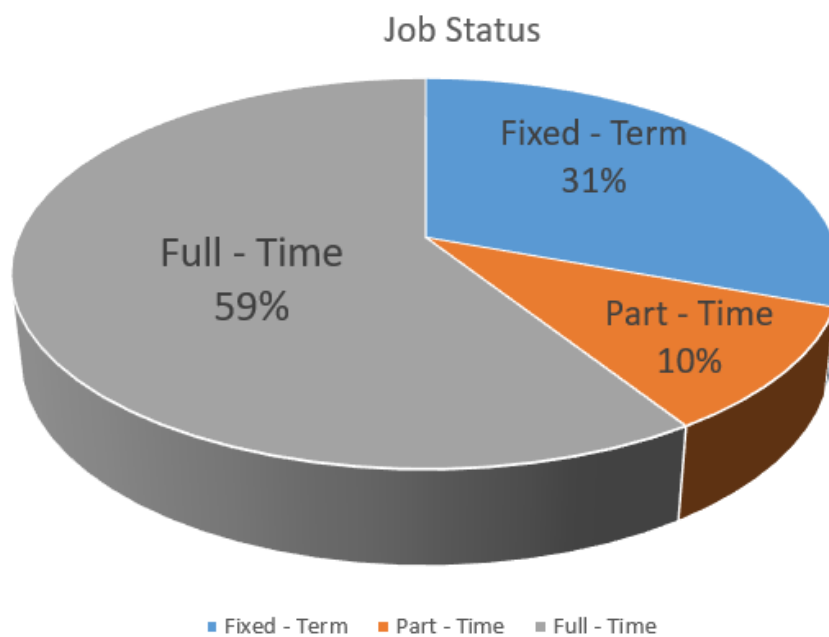
Table 3: Level of Education



Graph 3: Level of Education

Job Status		
	Frequency	Percentage
Fixed - Term	83	30,63%
Part - Time	28	10,33%
Full - Time	160	59,04%
Total	271	100,00%

Table 4: Job Status



Graph 4: Job Status

4.2 Factor Analysis

The purpose of factor analysis is to comprehensively review the relationships between variables to help understand a concept or property. It is distinguished in exploratory and confirmatory factor analysis.

4.2.1 Exploratory Factor Analysis (EFA)

SPSS 24.0 is a statistic program used for creating exploratory factor analysis with these data. Exploratory factor analysis is responsible for the first exploration and a brief description of a set of variables by grouping them into factors. In this case, the variables arise from the corresponding questions in the questionnaire. Furthermore, exploratory factor analysis helps us for having a decrease of unrelated variables. Also, it is responsible for finding possible causal relationships between sets of variables (factors). Finally, yet significantly, exploratory factor analysis helps us identify collinearity problems among the variables we study before doing analysis regression (Diafermos, 2013).

In the platform of SPSS, we choose from settings the method of maximum likelihood. To be more specific, this method tries to estimate those parameters of the factor model. It is highly probable to produce the original matrix of correlations reliably, assuming the sample follows the normal distribution. The number of factors that will be created was not predefined but selected based on the eigenvalues that must be > 1 (Eigenvalues > 1). In factor analysis, specifically in the rotation category, we choose the Promax method for our variables. It is a fact that this method is appropriate for analyzing a significant number of data and variables (Petridis, 2015).

The quality of the data was verified using two indicators. The first one is the Keiser-Meyer-Olkin (KMO) that evaluates the adequacy of the sample (desired values > 0.8 for satisfactory homogeneity). The second indicator is Bartlett's Test of Sphericity that assesses whether the correlations between variables allow the factor analysis (desired values of $p < 0.05$). In our research, the KMO indicator found 0,912, and Bartlett's Test of Sphericity indicator found 0,000. These results show the appropriateness of our data and allow us to move on to factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,912
Bartlett's Test of Sphericity	Approx. Chi-Square	6209,612
	df	780
	Sig.	,000

Table 5: KMO and Bartlett's Test

From the final exploratory factor analysis of the data presented below, four "coordination" questions were excluded because they were identified in more than one factor. To elaborate, items of "coordination" identified in other teamwork facets like "cohesion" and "communication." Besides, questions about "balance of member contributions" identified in the same factor with mutual support questions. This fact is not to worry about since it is predictable from the literature review because these items are related to "teamwork quality." Furthermore, it is necessary to report that "stress" items identified in the same factor with "emotional exhaustion" items. It is also reasonable because of the small number of stress questions (2). Regarding to other variables and starting from teamwork quality, appropriate questions according to Cronbach Alpha indicator of consistency for five facets are:

- Communication (six items, $a=0,796$)
- Balance of member contribution & Mutual support (four items, $a=0,855$)
- Effort (three items, $a=0,827$)
- Cohesion (five items, $a=0,875$)

Regarding to transformational leadership, there are six appropriate questions with Cronbach Alpha indicator= 0,929. Moreover, five questions from psychological safety variable found appropriate with Cronbach Alpha indicator=0,704.

The appropriate items according to Cronbach Alpha indicator of consistency for two facets of job burnout are:

- Emotional exhaustion (five items, $a=0,825$)
- Stress (two items, $a=0,527$)

Regarding to work engagement, there are four items with Cronbach Alpha indicator= 0,847.

According to the Pattern Matrix table (Table 6), it appears that the variables (questions), identified nine different factors.

Pattern Matrix^a

	Factor								
	1	2	3	4	5	6	7	8	9
Communication1									,560
Communication2									,640
Communication3									,592
Communication8					,704				
Communication9					,910				
Communication10					,739				
Balance_Mem_Contr2							,509		
Mutual_Support4							,883		
Mutual_Support5							,773		
Mutual_Support6							,579		
Effort1								,656	
Effort2								,640	
Effort3								,687	
Cohesion3				,523					
Cohesion4				,470					
Cohesion8				,638					
Cohesion9				,810					
Cohesion10				,720					
Psychological_Safety1R						,685			
Psychological_Safety3R						,628			
Psychological_Safety4						,495			
Psychological_Safety5R						,604			
Psychological_Safety6						,543			
Transformational_Leadership1	,699								
Transformational_Leadership2	,813								
Transformational_Leadership3	,882								
Transformational_Leadership4	,744								
Transformational_Leadership5	,896								

Transformational_Leadership6	,912						
Emotional_Exhaustion1		,708					
Emotional_Exhaustion2		,726					
Emotional_Exhaustion4		,650					
Emotional_Exhaustion5R		,579					
Emotional_Exhaustion6		,825					
Stress1		,477					
Stress2		,376					
Work_Engagement2			,656				
Work_Engagement3			,826				
Work_Engagement7			,843				
Work_Engagement8			,771				

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Table 6: Pattern Matrix

For finding the appropriate items is necessary to observe the table of communalities. It informs us about the percentage of variance for each variable that is interpreted from the total amount of factors. Satisfying score considered $>0,5$. Questions scores between 0,3-0,5 are most likely to be excluded, especially if they are not identified well with any factor. If one variable shows communality $<0,3$, then has to be excluded from analysis because there is no correlation with any factor (Fabrigar et al., 1999).

Communalities

	Initial	Extraction
Communication1	,502	,556
Communication2	,428	,484
Communication3	,351	,367
Communication8	,584	,604
Communication9	,691	,824
Communication10	,603	,627
Balance_Mem_Contr2	,510	,472

Mutual_Support4	,711	,785
Mutual_Support5	,657	,661
Mutual_Support6	,640	,624
Effort1	,620	,658
Effort2	,572	,580
Effort3	,646	,700
Cohesion3	,593	,553
Cohesion4	,576	,517
Cohesion8	,585	,560
Cohesion9	,691	,744
Cohesion10	,667	,702
Psychological_Safety1R	,539	,578
Psychological_Safety3R	,428	,442
Psychological_Safety4	,382	,322
Psychological_Safety5R	,384	,393
Psychological_Safety6	,309	,273
Transformational_Leadership1	,691	,664
Transformational_Leadership2	,744	,729
Transformational_Leadership3	,775	,793
Transformational_Leadership4	,618	,552
Transformational_Leadership5	,730	,747
Transformational_Leadership6	,773	,795
Emotional_Exhaustion1	,562	,518
Emotional_Exhaustion2	,574	,527
Emotional_Exhaustion4	,529	,518
Emotional_Exhaustion5R	,465	,408
Emotional_Exhaustion6	,568	,647
Stress1	,401	,323
Stress2	,392	,260
Work_Engagement2	,595	,578
Work_Engagement3	,679	,743
Work_Engagement7	,623	,688
Work_Engagement8	,535	,531

Extraction Method: Maximum Likelihood.

Table 7: Communalities

It is critical to refer that for each variable, its relative specific gravity is calculated (factor loading) and shows how much it is related to that factor. As much the larger it is, the more significant this variable is for interpreting the factor. Empirically, a value

above 0.5 means that the variable contributes significantly to the description of the factor. Regarding this study, most of the factors loading of items exceed the 0, 5. Nevertheless, two items that rates are near to 0, 5 once identified in the same factor as the other questions of the same variable it was determined to remain in the analysis. Therefore, these weights are considered satisfactory. It is illustrated in the Pattern matrix table (Table 6).

Apart from that, considered pivotal to underline that the two fundamental characteristics of a psychometric scale are reliability and validity. In other words, reliability is related to the consistency of the answers on the scale, and validity refers to verifying whether the scale counts what it is made for. This study focuses on a specific type of validity, construct validity. Construct validity is used to define how well items measure what it is supposed to measure. Moreover, our study focuses on a specific type of reliability, especially internal consistency. Internal consistency of a tool's measurements refers to whether questions that measure the same psychometric feature show high coherence or correlation both with each other and with this feature. The assessment of the reliability of this form is usually estimated through an indicator or reliability factor. Cronbach A is considered the most common factor for verifying internal consistency. Prices of the index greater than 0.7 are usually considered satisfactory. In this research, Cronbach coefficient values calculated using the statistic SMART-PLS 3 program to be presented later.

4.2.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a crucial analysis tool for many behavioral and social sciences (Smelser & Baltes, 2001). It provides a measurement model based on structural equation modeling. It is associated with EFA but does not affect some of the limitations of EFA for bias research. It is produced on the means and variance-covariance matrix. Also, it can discover both non-uniform and uniform bias. Besides, it is worth referring that CFA is usually used when displaying variables measuring more than one dimension (Fontaine, 2005). In this dissertation, CFA created through structural equation modeling-SEM, using a specific statistical program SMART-PLS 3 (Hair, 2011).

In our structural equation modeling through the PLS Algorithm option, Construct Reliability and Validity were assessed (Table 8). Also, it is essential to underline that

the indicators of Composite Reliability are over 0,8. It means that these indicators are satisfactory. Furthermore, evaluating the Convergent Validity helps us the indicator AVE (Average Variance Extracted), which is over 0,5 for every factor in our analysis, verifying that factors are measured efficiently from their variables (Hair, 2011). AVE indicator for psychological safety is 0,462, which is very close to 0,5, and we accepted it because of the high Cronbach A indicator (0,704) and high Composite Reliability indicator (0,809).

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's ...	rho_A	Composite ...	Average Va...
Balance of Member Contributions	1.000	1.000	1.000	1.000
Burnout		1.000		
Cohesion	0.875	0.877	0.909	0.667
Communication	0.796	0.827	0.854	0.501
Effort	0.827	0.830	0.896	0.743
Emotional Exhaustion	0.825	0.827	0.878	0.590
Mutual Support	0.855	0.855	0.912	0.776
Psychological Safety	0.704	0.717	0.809	0.462
Stress	0.527	1.691	0.744	0.615
Teamwork		1.000		
Transformational Leadership	0.929	0.941	0.944	0.740
Work Engagement	0.847	0.876	0.896	0.683

Table 8: Construct Reliability & Validity

After Construct Reliability and Validity, considered significant to verify Discriminant Validity of our model. The useful tool is HTMT (Heterotrait-Monotrait Ratio) (Table 9) and it was satisfactory (Henseler et al., 2015).

Discriminant Validity

	Balance of M...	Cohesion	Communication	Effort	Emotional Exhau...	Mutual Sup...	Psychological Sa...	Stress	Transf...	Work Enga...
Balance of Member Contributions										
Cohesion	0.499									
Communication	0.475	0.662								
Effort	0.548	0.812	0.662							
Emotional Exhaustion	0.193	0.361	0.314	0.363						
Mutual Support	0.650	0.775	0.632	0.719	0.385					
Psychological Safety	0.506	0.719	0.624	0.665	0.539	0.756				
Stress	0.197	0.281	0.262	0.225	0.628	0.202	0.308			
Transformational Leadership	0.375	0.639	0.497	0.567	0.387	0.632	0.544	0.218		
Work Engagement	0.308	0.453	0.332	0.492	0.340	0.415	0.389	0.320	0.405	

Table 9: Heterotrait - Monotrait Ratio

After checking validity and reliability, the model of our research was constructed through SMART-PLS Program. The proposed model is depicted in Figure 1.

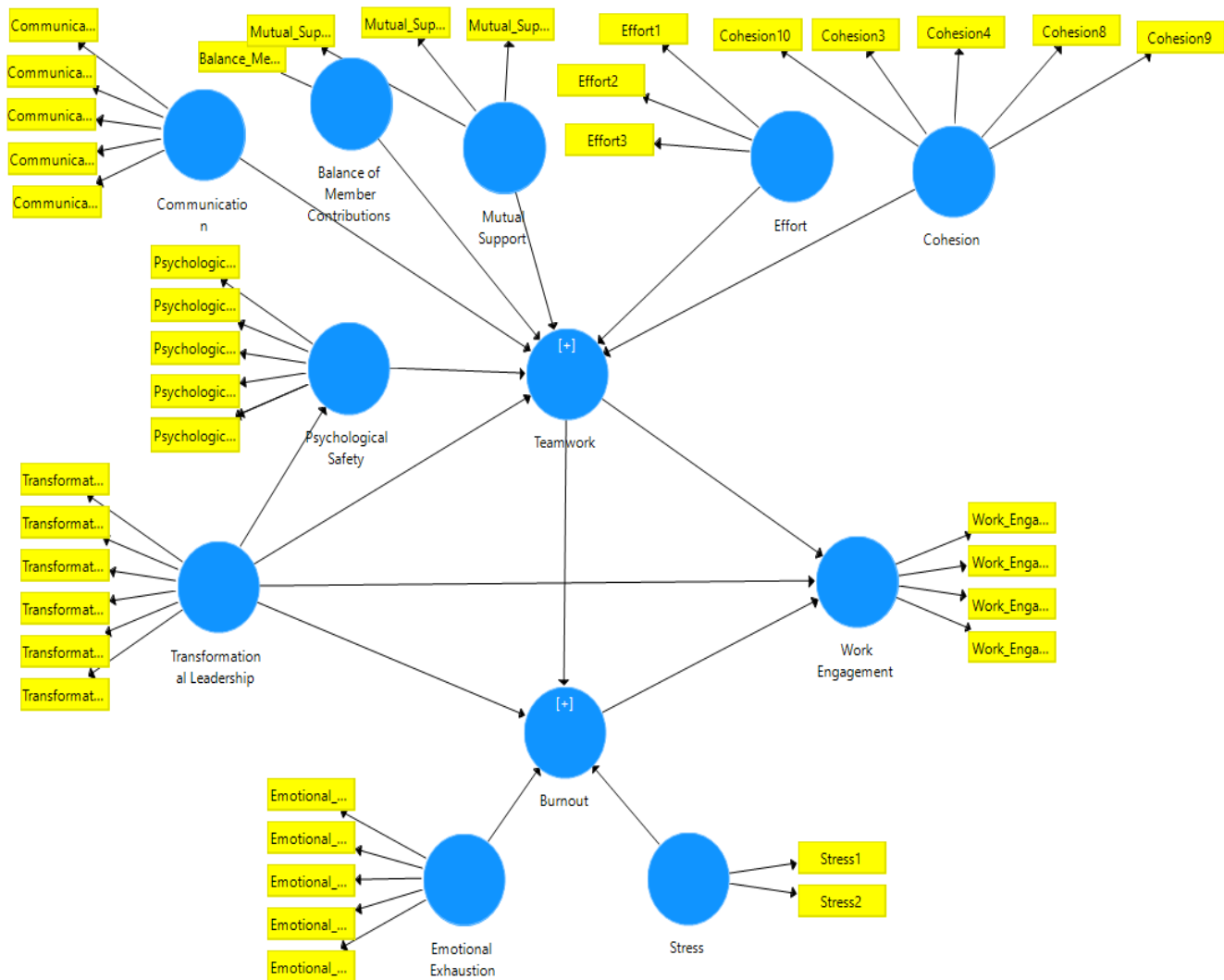


Figure 1: The proposed model

According to (figure 1), four paths end up to work engagement. One of them examines the direct relationship of transformational leadership with work engagement. According to the literature review, there is a positive connection between them. It expects to be confirmed and from the present study. The second path examines the mediating role of teamwork and if it can enhance work engagement. The third path includes another important variable before teamwork. This variable is psychological safety, combined with teamwork expected to enhance more the facts of work engagement. Finally, the fourth path examines the mediating role of job burnout between transformational leadership and work engagement.

The five dimensions of teamwork quality variable (communication, the balance of member contributions, mutual support, effort, and cohesion) are reflective variables as to the questions they reflect while being formative variables to the teamwork that they form. After that, emotional exhaustion and stress are reflective variables as to the questions they reflect, while being formative variables to the burnout that they form. The amount of variables requires the “Two-Step Approach” process to handle them better (Gaskin & Happell, 2014).

Approving or rejecting the hypotheses used the bootstrapping process with 2000 (randomly drawn samples) (Hair et al., 2011). After this process, the next table extensively depicts the path coefficients, t statistics, p-value, and materiality level.

Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
Burnout -> Work Engagement	-0.177	-0.177	0.060	2.920	0.004
Psychological Safety -> Teamwork	0.419	0.416	0.047	8.938	0.000
Teamwork -> Burnout	-0.225	-0.227	0.077	2.910	0.004
Teamwork -> Work Engagement	0.379	0.377	0.067	5.687	0.000
Transformational Leadership -> Burnout	-0.227	-0.221	0.081	2.804	0.005
Transformational Leadership -> Psychological Safety	0.452	0.452	0.058	7.787	0.000
Transformational Leadership -> Teamwork	0.419	0.422	0.042	9.901	0.000
Transformational Leadership -> Work Engagement	0.086	0.086	0.076	1.129	0.259

Table 10: Path Coefficients, t-statistics, p-values

Specific Indirect Effects	Original	Sample	Standard	T Statistics	P Values
	Sample (O)	Mean (M)	Deviation (STDEV)	(O/STDEV)	
Psychological Safety -> Teamwork -> Burnout	-0.094	-0.095	0.035	2.668	0.008
Transformational Leadership -> Psychological Safety -> Teamwork -> Burnout	-0.043	-0.043	0.017	2.519	0.012
Transformational Leadership -> Teamwork -> Burnout	-0.094	-0.096	0.035	2.701	0.007
Transformational Leadership -> Psychological Safety -> Teamwork	0.189	0.187	0.030	6.325	0.000
Transformational Leadership -> Burnout -> Work Engagement	0.040	0.039	0.020	2.049	0.041
Psychological Safety -> Teamwork -> Work Engagement	0.159	0.157	0.034	4.718	0.000
Transformational Leadership -> Psychological Safety -> Teamwork -> Work Engagement	0.072	0.071	0.018	3.945	0.000
Transformational Leadership -> Teamwork -> Work Engagement	0.159	0.159	0.031	5.051	0.000

Table 11: Specific Indirect Effects

According to tables 11 & 12, every path is statistically significant because both t-statistics are over 1,96 for 95% confidence intervals and p-values are lower than the 0,05 materiality level. However, the direct relationship between transformational leadership and work engagement is not statistically significant. In the next section, there will be an analysis of this fact.

5. Results

This research addresses the role of Teamworking in the Greek hospitality industry by developing and testing a series of hypotheses indicating the relationships between variables of Teamworking, work engagement, transformational leadership, burnout, and psychological safety. In this part, there will be a detailed presentation of the results of this research. Approving or rejecting the hypotheses examined both total indirect effects and specific indirect effects among the variables.

The hypotheses are presented below:

Hypothesis 1: I hypothesized that transformational leadership would have a positive impact on work engagement.

Hypothesis 2: I hypothesized that transformational leadership would have a positive effect on teamwork.

Hypothesis 3a: I hypothesized that transformational leadership would have a positive impact on employee's psychological safety.

Hypothesis 3b: I hypothesized that employee's psychological safety would have a positive effect on teamwork.

Hypothesis 4: I hypothesized that employees' psychological safety would be a mediator between transformational leadership and teamwork.

Hypothesis 5: I hypothesized that teamwork would have a positive impact on work engagement.

Hypothesis 6: I hypothesized that teamwork would be a mediator between transformational leadership and work engagement.

Hypothesis 7a: I hypothesized that transformational leadership would have a negative relationship with job burnout.

Hypothesis 7b: I hypothesized that work engagement is going to have a negative correlation with burnout.

Hypothesis 8: I hypothesized that job burnout would be a mediator between transformational leadership and work engagement.

Hypothesis 9: I hypothesized that teamwork is going to have a negative correlation with burnout.

The relationship between transformational leadership and work engagement (hypothesis 1) is positive (path coefficients) and non-statistically significant because t-statistics 1.129 ($<1,96$) and p-value 0,259 ($>0,05$). Hypothesis 1 is rejected.

The relationship between transformational leadership and teamwork (hypothesis 2) is positive (path coefficients) and statistically significant because t-statistics 9.901 ($<1,96$) and p-value 0.000 ($>0,05$). Hypothesis 2 is approved.

The relationship between employee's psychological safety and transformational leadership (hypothesis 3a) is positive (path coefficients) and statistically significant because of t-statistics 7.787 ($<1,96$) and p-value 0.000 ($>0,05$). Hypothesis 3a is approved. Regarding hypothesis 3b, the relationship between psychological safety and teamwork is also positive (path coefficients) and statistically significant because t-statistics 8.938 ($<1,96$) and p-value 0.000 ($>0,05$). Hypothesis 3b is approved.

Hypothesis 4 is referred to psychological safety as a mediator between transformational leadership and teamwork. According to specific indirect effects, this hypothesis was approved because the relationship between the three variables is positive and statistically significant (t-statistics 6.325 ($>1,96$) and p-value 0,000 ($<0,05$). Moreover, in this case, there is partial mediation because the direct relationship between transformational leadership and teamwork is statistically significant.

The relationship between teamwork and work engagement (hypothesis 5) is positive (path coefficients) and statistically significant because of t-statistics 5.687 ($<1,96$) and p-value 0.000 ($>0,05$). Hypothesis 5 is approved.

Hypothesis 6 is referred to teamwork as a mediator between transformational leadership and work engagement. According to specific indirect effects, this hypothesis was approved because the original sample is positive and statistically significant (t-statistics 5,051($>1,96$) and p-value 0,000 ($<0,05$). Moreover, in this case, there is full mediation because the direct relationship between transformational leadership and work engagement is not statistically significant.

The relationship between transformational leadership and burnout (hypothesis 7a) is negative (path coefficients) and statistically significant because t-statistics 5.687 ($<1,96$) and p-value 0.000 ($>0,05$). Hypothesis 7a is approved. Regarding hypothesis 7b, the relationship between burnout and work engagement is negative (path coefficients) and statistically significant because t-statistics 2.920 ($<1,96$) and p-value 0.004 ($>0,05$). Hence, hypothesis 7b is approved.

Hypothesis 8 is referred to burnout as a mediator between transformational leadership and work engagement. According to specific indirect effects, this hypothesis was approved because the relationship between three variables is positive and statistically significant because t-statistics 2.049 ($>1,96$) and p-value 0,041 ($<0,05$). Moreover, in this case, there is full mediation because the direct relationship between transformational leadership and work engagement is not statistically significant.

The relationship between burnout and teamwork (hypothesis 9) is negative (path coefficients) and statistically significant because of t-statistics 2.910 ($<1,96$) and p-value 0.004 ($>0,05$). Hypothesis 9 is approved.

All of the above are illustrated in the following summary model (two-step approach) of figure 2:

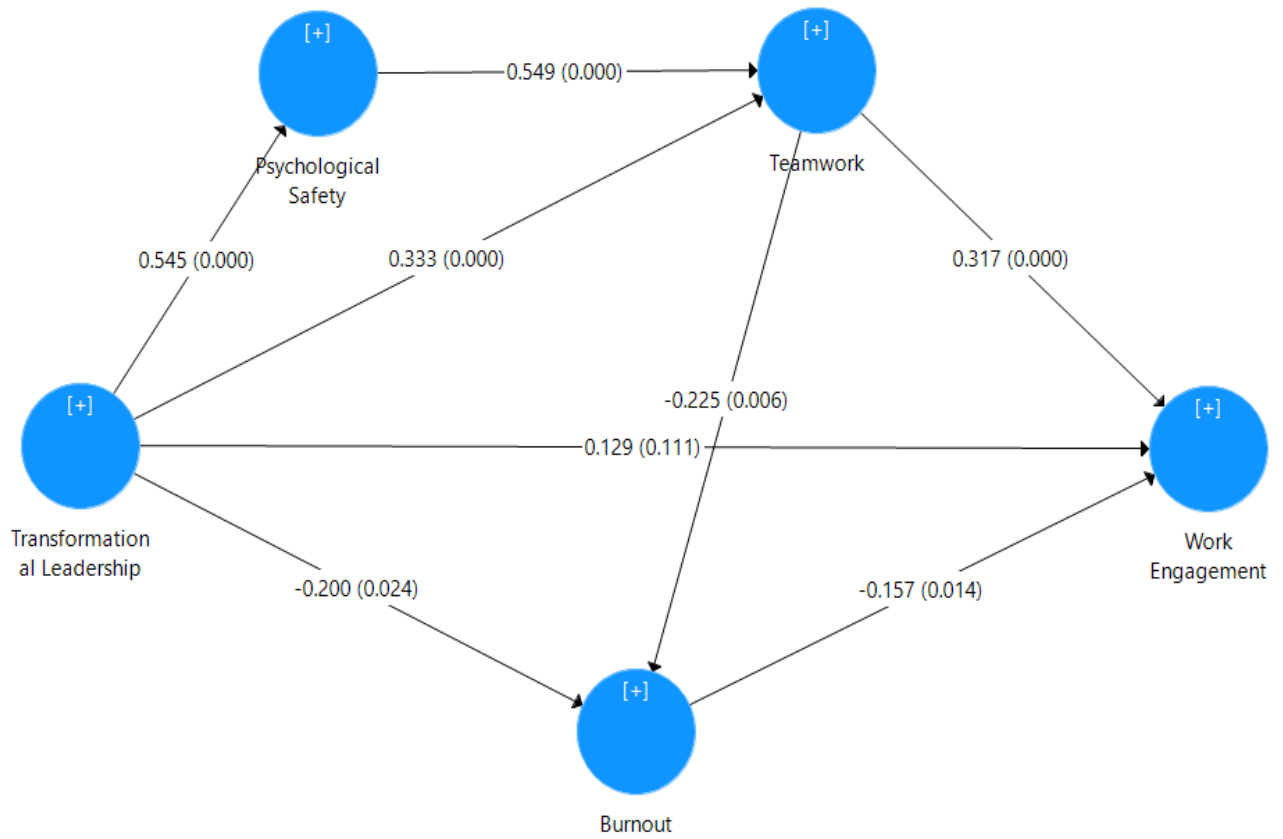


Figure 2: Two-Step Approach Model

6. Discussion and Conclusions

The present study tries to approach the importance of Teamworking in the Greek hospitality industry. Furthermore, transformational leadership's role and its impact on the employees were examined during a crucial period for the tourism industry. To be more specific, the COVID-19 pandemic entirely changed the hospitality sector's situation and influenced the stakeholders related to the tourism sector (Hao et al., 2020). It also changed the ways people work. Hence, this investigation was deemed extremely crucial. The results provide some useful insights.

To begin with, the first crucial conclusion of this research is about the dimensions of teamwork. Specifically, they are appropriate to develop employee engagement. According to respondents, communication, coordination, mutual support, the balance of member contributions, cohesion, and effort are essential for having operating and quality teamwork. Also, it is critical to refer that the relationship between Teamworking and work engagement was examined. Regarding Teamworking, the literature review highlight that collaboration and support among team members positively influence employee engagement. When employees cooperate, they are capable of accomplishing tasks that they may not complete individually. Then, they appear to be more engaged with their jobs (Ogbonnaya et al., 2018). This research showed that teamwork has a positive relationship with work engagement, which is also statistically significant. It means that Teamworking positively influences employee engagement in the Greek hospitality industry. It is a fact that a critical characteristic for achieving organizational success is employee engagement. Engaged workers are necessary for the stability of an organization (Shantz et al., 2016). Hence, teamwork is a crucial organizational tool that can achieve employee engagement.

Besides, the study tried to shed light on the relationship between teamwork and transformational leadership. The authors of more recent studies have supported that transformational leadership has a positive impact on teamwork (Cha et al., 2015; Zhang et al., 2011), influencing team members when leaders transform the values and attitudes them in the orientation of collective goals (Hur et al., 2011; Bass et al., 2003). Employees' responses confirmed that theory since the analysis results showed that

transformational leadership positively correlates with teamwork, which is also statistically significant. Hence, transformational leaders positively contribute to improving teamwork in the hospitality sector in Greece. It is worth citing that this conclusion is related to this specific kind of leadership. Other leadership styles may have different results.

Furthermore, an additional goal of the present study was to examine the role of psychological safety. According to the theoretical framework followed, empirical findings support that transformational leaders create such work environments that employees respect and value each other, building a psychologically safe climate (Zhou & Pan, 2015). The findings of this research showed that transformational leadership is positively related to psychological safety. This relationship is statistically significant. Therefore, transformational leaders of the Greek tourism industry create workplaces where employees feel safe. According to the literature review, this fact has plenty of positive consequences for employees. One of them, which was also examined in this study, is related to teamwork. To be more specific, when teammates' sense of safety is more conceivable to collaborate efficiently, confess their mistakes, and embrace new roles (Rozovsky, 2015). Respondents confirmed that theory because this research underlines the positive relationship between teamwork and psychological safety, which is also statistically significant. Consequently, psychological safety is considered a crucial factor that can enhance teamwork. When employees have psychological safety, there is more effective teamwork.

Apart from that, considered crucial to report that, in this research, the relationship between transformational leadership and work engagement is not statistically significant despite the literature review. They are not related, but one thing that should not be neglected is that this study was conducted in Greece in a specific period of a pandemic crisis. Nevertheless, when transformational leaders try to raise employee engagement through teamwork, it is conceivable to have high levels of work engagement, and the relationship is statistically significant. Moreover, when transformational leaders create a psychologically safe work environment and teamwork spirit, it is possible to reinforce work engagement. Hence, psychological safety and teamwork are significant for leaders to develop employee engagement.

Apart from that, the relationship between teamwork and burnout was also examined. Regarding burnout, the literature review underlines that when it expands among team members, resulting in negative feelings (Bakker et al., 2006). This theory is confirmed by hospitality employees in this research, whereas at the same time, this relationship is statistically significant. To conclude, this dissertation showed that there is a negative association between job burnout and teamwork. It means that the more teamwork in the organization, the less burnout the employees have. Also, when there are high levels of burnout among employees, teamwork is not efficient and needs changes.

Moreover, the study tried to shed light on the relationship between burnout and transformational leadership. Research findings advocate that transformational leaders who provide growth opportunities, compelling vision, and support to their employees can decrease job burnout (Densten, 2005; Dóci & Hofmans, 2015; Harms et al., 2017). The findings of this research showed that transformational leadership is negatively related to job burnout. This relationship is also statistically significant. Hence, transformational leaders are conceivable to reduce the stressors and emotional exhaustion of employees. Consequently, there is a decrease in job burnout.

Furthermore, the present study's other goal was to examine the relationship between burnout and work engagement. According to the literature, work engagement is the direct opposite of job burnout (Schaufeli & Bakker, 2004; González-Romá, 2006; Bakker et al., 2008). This research confirmed this theory as the results showed us that there is a negative association between these two variables, whereas the relationship is statistically significant. To conclude, when there are high levels of job burnout among employees, it is possible to decrease work engagement. On the contrary, when there are high work engagement levels, it is conceivable to have reduced burnout.

As mentioned before, despite the literature review, the relationship between transformational leadership and work engagement is not statistically significant, and these variables are not associated. However, when burnout has a mediating role, this relationship is statistically significant. To be more specific, this research appeared that when there are high levels of burnout among employees, transformational leaders cannot create employee engagement.

To conclude, this research contributes to the broader teamwork literature in three main ways. First of all, it focuses on the hospitality sector. To our knowledge, there is

a limited amount of studies examining the teamwork practices in this sector (Richards et al., 2012). Second, this study investigates the teamwork approach in the broader area of South-Eastern Europe, and specifically in the Greek context. As far as we know, there is a lack of teamwork studies focusing specifically on the Greek context. Finally, this study sheds light on the significant role of teamwork. Although we do not attempt to generalize our findings, it seems reasonable to argue that teamwork can be an efficient and fruitful approach even in turbulent times.

7. Practical & Theoretical Implications

This research might be good enough as a guideline because it contributes to leaders' insights to accomplish teamwork. They will get a better understanding of the analyzed effects. According to the study's findings, leaders have to create a psychologically safe workplace and adopt a teamwork mindset. These strategies can reinforce employee engagement. Therefore, employees will have a fulfilling, joyful, work-related state of mind that consists of dedication, vigor, and absorption provoking better outcomes for organizations. Generally, hotels' Human Resources department, management, and leaders should focus on practices and strategies which can influence employees' behaviors and provide outstanding outcomes as better performance, productivity, and job satisfaction.

Furthermore, it is worth citing that leaders can play a crucial role in enhancing organizations' capabilities. For this reason, they must attend to the types of leadership that are beneficial to employee engagement. Here, we demonstrate that transformational leadership can affect work engagement through psychological safety and teamwork while decreasing the possibility of burnout among employees. Moreover, to facilitate psychological safety and teamwork, it is critical that transformational leadership behaviors be developed through training and evaluated periodically. This evaluation should emphasize all facets of transformational leadership and the six facets of teamwork quality during the leadership training. Trainers can take advantage of these results as a guideline and a vehicle to contribute feedback and useful suggestions to cultivate transformational leadership.

Another key to remember is that the tourism industry was one of the central victims of the pandemic. It had to face unprecedented circumstances as travel restrictions. As a result, future research should pay attention to examining hotels' crisis management.

8. Limitations

An empirical study faces many severe limitations surveying individuals' subjective attitudes and perceptions; here, we single out the most crucial. First, the data gathered from hotels in Greece (4- and 5- star). For this reason, it is necessary to be examined further across different hotel categories. Also, the results of this research were from hotels in Chalkidiki and Thessaloniki. It is essential to be examined this research PanHellenic.

Moreover, the low number of participants was because of the pandemic of coronavirus, while also many organizations employ fewer people than before, so it was too demanding to gather answers. On behalf of the present findings that they aroused from the Greek hospitality industry, future research should emphasize observing similar concepts in different circumstances. The results may have restricted applicability to other cultures or industries.

Finally, another limitation is that the present study is cross-sectional because data collected at a one time-point. Therefore, the directions of the causality between variables cannot be investigated. Also, we used the method of employee self-assessment to collect answers. This fact raises some questions regarding their reliability results. The only way to eliminate any doubts would be the reproduction the research after a reasonable time in the same people and with the same questions.

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