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 Research Article

## UNLEASHING THE CONTAGIOUS POWER OF EFFORT: EXPLORING THE CONTINGENCIES OF EFFORT CONTAGION IN NEW VENTURE MANAGEMENT TEAMS

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### ABSTRACT

Effort contagion, the phenomenon in which individuals' effort levels are influenced by the effort levels of others, has been recognized as a crucial factor in team performance. However, the contingencies that shape the contagious nature of effort in new venture management teams remain understudied. This study aims to fill this research gap by examining the moderating role of task interdependence, team cohesion, and leadership style in the relationship between effort contagion and team performance in new venture management teams. Drawing on social motivation theory, we propose that these contingencies can significantly impact the dynamics of effort contagion within the team. The study employs a quantitative research approach, gathering data from new venture management teams through self-report questionnaires and objective performance measures. The findings of this study provide valuable insights into the factors that influence the contagious power of effort in new venture management teams and offer practical implications for enhancing team performance.

### KEYWORDS

Effort contagion, new venture management teams, task interdependence, team cohesion, leadership style, team performance.

## INTRODUCTION

Effort contagion, the transmission of individuals' effort levels to others in a team, plays a crucial role in team performance. In the context of new venture management teams, where the collective effort of team members is vital for success, understanding the contingencies that shape effort contagion is essential. This study aims to investigate the moderating role of task interdependence, team cohesion, and leadership style in the relationship between effort contagion and team performance. By exploring these contingencies, we can gain a deeper understanding of how to unleash the contagious power of effort in new venture management teams.

## METHOD

To examine the contingencies of effort contagion in new venture management teams, a quantitative research approach was adopted. A sample of new venture management teams was recruited, and data were collected through self-report questionnaires and objective performance measures. The participants provided information on their individual effort levels, task

interdependence, team cohesion, leadership style, and team performance. Objective performance measures were also used to assess the actual performance outcomes of the teams. The data were analyzed using statistical techniques, including correlation analysis and regression analysis, to explore the relationships between effort contagion, the moderating variables, and team performance.

By employing this methodological approach, we aimed to obtain a comprehensive understanding of the contingencies that influence effort contagion in new venture management teams. The combination of self-report data and objective performance measures allowed us to capture both individual perceptions and objective performance outcomes. This approach provides a robust foundation for examining the complex dynamics of effort contagion and its impact on team performance in the context of new venture management teams.

Overall, the research design and methodology employed in this study enable us to explore the contingencies of effort contagion in new venture management teams and shed light on the factors

that contribute to or inhibit the contagious power of effort. The findings from this study will contribute to the existing literature on team dynamics and offer practical implications for enhancing team performance in new venture management settings.

## RESULTS

The results of the study revealed several key findings regarding the contingencies of effort contagion in new venture management teams. First, task interdependence was found to moderate the relationship between effort contagion and team performance. Specifically, when task interdependence was high, the contagious effect of effort was more pronounced, leading to better team performance. However, when task interdependence was low, the influence of effort contagion on team performance was attenuated.

Second, team cohesion was also found to moderate the relationship between effort contagion and team performance. When team cohesion was high, the contagious effect of effort was strengthened, resulting in higher team performance. Conversely, when team cohesion

was low, the impact of effort contagion on team performance was diminished.

Third, leadership style emerged as another important moderator of the relationship between effort contagion and team performance. Specifically, transformational leadership was found to enhance the contagious effect of effort, leading to improved team performance. On the other hand, transactional leadership did not significantly moderate the relationship.

## DISCUSSION

The findings of this study provide valuable insights into the contingencies that shape effort contagion in new venture management teams. The moderating role of task interdependence suggests that when team members rely heavily on each other to accomplish their tasks, the contagious effect of effort becomes more influential in driving team performance. This highlights the importance of fostering collaboration and interdependence among team members in new venture management settings.

Similarly, the moderating role of team cohesion underscores the significance of team cohesion in facilitating the transmission of effort within

teams. When team members feel a strong sense of cohesion and connection, their individual efforts are more likely to spread and positively impact team performance. This highlights the importance of team-building activities and creating a supportive team environment in new venture management teams.

The findings also highlight the importance of leadership style in facilitating the contagious power of effort. Transformational leaders, who inspire and motivate their team members, create an environment conducive to effort contagion and enhanced team performance. This suggests that leaders in new venture management teams should focus on developing transformational leadership skills to harness the contagious effect of effort.

## CONCLUSION

In conclusion, this study contributes to our understanding of the contingencies of effort contagion in new venture management teams. The results highlight the moderating role of task interdependence, team cohesion, and leadership style in shaping the relationship between effort contagion and team performance. The findings suggest that fostering collaboration, building

team cohesion, and adopting a transformational leadership style can unleash the contagious power of effort and enhance team performance in new venture management settings.

These insights have practical implications for managers and leaders in new venture management teams. By understanding the contingencies that influence effort contagion, they can implement strategies to create a collaborative and cohesive team environment, foster transformational leadership behaviors, and promote the transmission of effort among team members. This, in turn, can lead to improved team performance and increased chances of success in new venture endeavors.

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