The Impact of Five Dynamics of the Google Model on Team Effectiveness in a Post-Covid World

S.Lara Priyadharshini
P. Saranya Boopathi
GR Damodaran Academy of Management
(larapriyadharshini.s@grd.edu.in)
(saranyaboopathi.p@grd.edu.in)

This paper investigates the impact of the five dynamics of the Google model (Psychological safety, Dependability, Structure & Clarity, Meaning of work & Impact of work) on team effectiveness in a post-covid world in Tamilnadu state. An empirical test of the hypotheses using CFA and SEM was used for data collected from 286 R&D department respondents in the automobile sector. The study finding gives an outstanding insight both practically and theoretically on how dynamics play a vital role in team effectiveness in a post- covid world which is the most needed factor for an organization to sustain itself in the competitive world.

Keywords: Team Effectiveness, Dynamics Of Google Model, Automobile Sector, Tamil Nādu

1. Introduction

Time and money are important for organizations and an effective organization maximizes the resources as well as minimizes the cost. Enhancing effective team members is a major solution for improving organizational performance. In every organization, team effectiveness is crucial because when people work together they can accomplish more. The ability of a group of people or individuals with complementary skills can work together to achieve organizational goals and objectives, resolve issues and develop more ideas for benefit of the organization.

(Ashley M.Khawam (2017), n.d.) Stated that teamwork provides better results for the organization than individual work. Working in groups has personal benefits for the individual as well since it satisfies requirements for social relationships and suggested that cultural diversity is important in the workplace. Diversity provides fresh viewpoints and creative ideas to the workplace.

Teamwork involves people coming together to share ideas, opinions, and unique skills to achieve a common task and improve economic productivity, company performance, better quality cohesion, higher work morale as well as individual more opportunity to learn new things. If the organization has good teams it can achieve more profit and get brainstorming ideas and fastest delivery. Effective team members in a team may decrease stress levels, increase job satisfaction, encourage personal growth, and better decision-making, and build strong relationships between people.

As individuals feel less productivity and more demanding communication during COVID-19, there is a stronger negative impact on teamwork(Daniel Lajčin 1, 2021). After the Covid 19, there have been significant changes in organizational structure, type of work, and work methods. They are unable to cooperate as a team because of Covid 19 impact and they stay in the work independently. It is difficult to manage team effectiveness using traditional dimensions after the Covid 19 pandemic, and the majority of companies are seeking new dimensions that provide greater benefits for effective teams. For a successful team, an effective organization required new dimensions like Psychological safety, Dependability, Structure and clarity, Meaning of work, and Impact of work. New dimensions are extremely important for improved team performance and long-term organizational success. It is mostly the members of the organization who refuse to accept their roles, duties, and involvement in work in a positive manner. In the current environment, every member of the organization must participate in the work for the development of the organization as well as for personal development (Mahabeer & Govender, 2013).

These were the dimensions implemented by the Google team for their team effectiveness in any situation. As everyone knows that GOOGLE always comes up with innovative ideas that hit the market with high potential. Their higher officials strongly stated that the team's effectiveness plays a major role in their innovativeness and unique ideas. Google often analyze what new dimensions will impact the team's effectiveness in a different type of situations.

Many studies have been conducted to identify the factor influencing team effectiveness and identified certain crucial factors such as employee engagement, leadership, organizational culture, organizational learning, and capabilities as influencing dimensions. But no one attempts in testing the Google model on team effectiveness. Since Google carefully measured and analyzed the dimensions before framing it as the model will create a good impact on team effectiveness. By carefully reviewing the positivity of the Google model the researchers want to investigate the impact of the Google model on team effectiveness during post-Covid.

India's automobile industry is the fourth-largest in the world, according to statistics from 2021. India will rank fourth globally in terms of the value of the vehicle sector by 2023. The automobile sector is a significant global industrial and economic force worldwide. The automobile industry's significant contributions to GDP development and job creation, Increased FDI and its tax base provide income for India. The automobile industry is crucial to the effectiveness of the team. We cannot prosper in the automotive industry or fulfill organizational needs without teamwork. Technology and Innovation are essential for the automotive

industry. So that the organization wants to increase team effectiveness, particularly in the R&D department to the organizational goal in a positive way. Many researchers considered sectors like education, hospital, and software industries. But no one has attempted to identify the link between the Google model and team effectiveness, especially in the automobile sector. Team members can solve problems more effectively and come up with innovative solutions that will increase the organization's profitability. So the researcher wants to identify the factor influencing team effectiveness in the automobile industry in the R&D Department of the automobile sector.

Objectives of the Study
1. To find the link between Psychological safety, Dependability, Structure and Clarity, Meaning of work, and Impact of work on Team Effectiveness.
2. To find the impact of Psychological safety, Dependability, Structure and Clarity, Meaning of work, and Impact of work on Team Effectiveness.

2. Theoretical Background and Review of Literature

Belbin's Theory for Team Role
Belbin proposed a generally accepted team role theory in 1981. Belbin argues that every one of us has our behavior that describes another person's behavior in team development. People's patterns of behavior can have an impact on team performance. Being a risk taker, providing good quality work, having defined duties and purpose to work, and understanding the necessity for work all provide a clear statement that persons who exhibit this behavior have an impact on team performance. Understanding the role of the team enables to development of team member strength and minimizes weaknesses and improves the contribution to that team. Belbin's concept explains that psychological safety, dependability, structure and clarity, the meaning of work, and the impact of work influence proactive team performance. Belbin discovered the relationship between team role balance and team success in 1997. A team with mixed roles performs better than those that are unbalanced due on over the representation of certain roles. In this present study, we use this theory to identify a link between the Google model dimension and team performance.

Psychological Safety and Team Effectiveness
Psychological safety is a key factor that influences team effectiveness. Psychological safety is vital role for every organization because it encourages team members to take risks in the team, understands team members' ideas, respects team members, and makes individuals feel environmentally secure. Low psychological safety can reduce team cohesion and promote conflict (Beigpourian & Dissertation, 2020). In today's context, psychological safety is an essential factor in understanding phenomena like voice, collaboration, team learning, and organizational learning. Psychological safety is a critical dimension of team learning and has been linked to better organizational results. (Sana Shahid 2021, n.d.) The results showed that psychological safety had a considerable influence, while team effectiveness acted as a moderator. For greater team performance, learning and adaptation, role clarity, shared vision, dynamic leadership, psychological safety, cooperation and coordination, and resilience are required(Bisbey et al., 2021)."Psychological safety is the assurance that the team will not shame, reject, or blame you" and its needs to play a significant part in team performance and in motivating the worker in a team-positive way (Amy C. Edmondson1, Lei, 2014).

(Volevakha & 2021, n.d.) stated that Psychological safety is the preservation of the mind that requires maintaining a balance between the harmful impacts of the environment and a person's resilience, or the ability to overcome such effects. organizational elements such as organizational culture level, working team cohesiveness, working team self-organization, immediate supervisor management style, job autonomy, and role ambiguity has a favorable influence on psychological safety, and research stated that developing clear job descriptions, performance standards, and interaction rules, giving workers and work groups inside the company autonomy, enhancing work designs and internal communications.

Learning behavior is connected with team psychological safety when controlling team psychological safety. As hypothesized, learning behavior serves as a link between team psychological safety and team performance. (Amy C. Edmondson, n.d.), understanding team members' ideas and honoring team members' feelings are examples of team learning behavior. People who complete their work on time understand their roles and responsibilities to achieve the organizational goals as well as personal growth, believe that their job is vital, and feel comfortable being themselves in a team all contribute to higher team performance.

A psychologically secure environment is one where people feel comfortable taking risks while still setting high standards that demand substantial effort and prevent them from individuals into a comfort zone. It is necessary to frame a structure for team members' effective participation without restricting the ideas that may produce unexpected benefits (Edmondson et al., 2003)

Based on the previous study the researcher proposed the following hypothesis linking psychological safety and team effectiveness.
H1: Psychological safety will positively &significantly influence the Team's Effectiveness

Dependability and Team Effectiveness
Dependable and reliable employees may complete work on time and consistently work to achieve the goal or objectives. In today's self-centered world, finding reliable employees are difficult. Dependable staffs are essential assets when it comes to properly educating new employees. They also notice and rectify mistakes among their coworkers and are always ready to help. Dependable workers understand that they are part of a larger team, and when the team succeeds, the individual employees benefit as well. (Tinuke Fapohunda, n.d.) 2013, stated that defined goals, decision-making power, accountability and responsibility, effective leadership, training and development, resource supply, organizational support, and rewards for team success. During Covid, they

work individually in virtual teams from home whenever they can complete the work but it's difficult to get to work on time from the people.

Google team also implemented the factor of dependability that may influence the team's effectiveness. Based on the research study the researcher proposed a link between team effectiveness.
H2: Dependability will positively &significantly link to the effectiveness

Structure & Clarity and Team Effectiveness
(Ali, Waqar, n.d. 2019)in this study, a significant relationship between role clarity and team effectiveness was exposed as its link to team performance. They suggested that to build an effective team with the necessary knowledge and skills and this should be followed by a clear objective. (Ji & Yan, 2020) argued that strengthening Team Structure has a positive influence on team performance. Several people were dissatisfied with their work that they could not understand their duties and responsibilities as members of a team.
H3: Structure &Clarity will positively &significantly influence team effectiveness

Meaning of Work and Team Effectiveness
Leah Weiss, 2018, Effective team members must have a feeling of purpose in their work and the outcomes they achieve. Work has different meanings for different people, such as securing one's financial future, support for the family, self-developing, and contributing to the growth of the team. When personal commitments are met, employees will be happy to work in the organization.
H4: Meaning of work will positively &significantly influence team effectiveness.

Impact of Work and Team Effectiveness
(Emmanuel OSEI Boakye (2015), n.d.), stated that personal achievement and organizational goals were more important in the workplace and the impact of work positively and significantly influences team performance.
H5: Impact work will positively &significantly influence team effectiveness.

Conceptual Framework
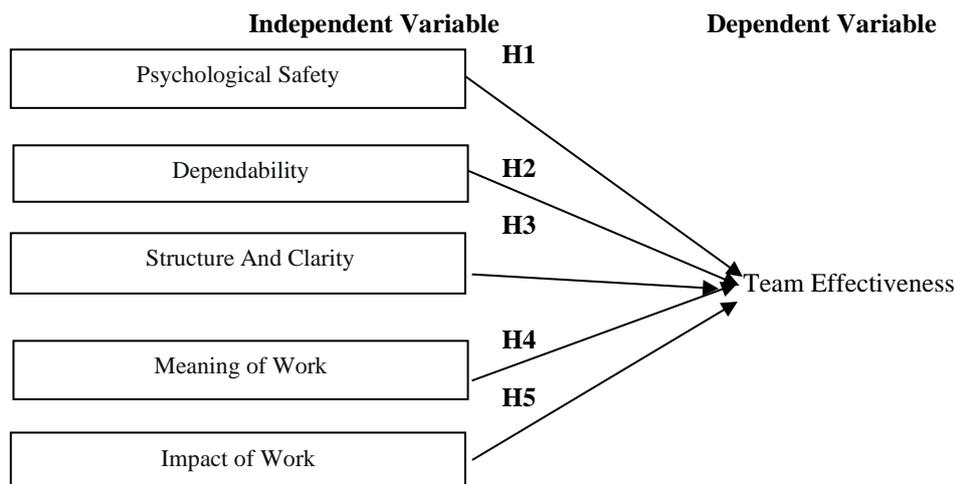
Figure 1 *Conceptual Framework of Team Effectiveness Using Google Model*

3. Research Methodology
3.1 Respondents
The current research focuses on the automobile component manufacturing industry, and data were gathered in the Coimbatore district, Tamilnadu, which is popularly known as India's automobile hub. Tamil Nadu is one of India's top ten automobile markets and home to the country's top auto clusters. Tamil Nadu is also known as the automobile capital of India as well as the Detroit of Asia, and it is the country's second-largest GDP contributor. Companies with fixed investments of 50 million were the primary targets of the research study. Based on the criteria total of 30 companies were selected approximately 15000 employees are coming from these companies. These companies were again divided into 2 strata for sampling purpose based on fixed investment 10 companies was selected using proportionate Random sampling. Data was collected from the company employees in the appropriate range of 20%. A total of 300 questionnaires were distributed as per the plan of study and 286 completed questionnaires were received and used for data analysis. The respondent for the current research is only the R&D Manager, assistant Level, and junior level in this department. The gender statistics of the data include that males constitute 87.2% of the respondents. The average age of the respondent is 35 – 40 years. Education qualification data suggest that 27 .5% of respondents were higher secondary level, 45.5 % were graduates, 15% were postgraduates, and 12% were doctorates. 12% of the respondents had below 5 years of experience and 35% of respondents were 5 to 10 years of experience and most of the respondents had 45.5% 10 to 15 years of experience and the remaining had 7.5% doctorate.

3.2 Measures

This was the first study to relate the Google model to team effectiveness in the automotive R&D department, and the questions were designed by the researcher after reviewing previously published research publications, Team effectiveness blogs, and articles. The researcher created five items for each of the six dimensions (Psychological safety, Dependability, Structure, clarity, Work meaning, and Work impact and Team effectiveness) total of 30 questionnaires has been constructed by using the five-point Likert scale method. Since the questionnaires were created for the first time by the researcher it was measured by four rigorous phases as mentioned by Creswell, 2005.

For team effectiveness, it was sourced from (Jeffrey & Seyed Ali, 2016). The four crucial steps are the operational definition for planning, specification tables for construction, and Cronbach's alphas for quantitative evaluation and validation. In the first step, the researcher identifies the functional meaning of the study variable to be evaluated. The correct measurements of dimensions were modified based on the reviews and replies by subject experts. Second step specification tables were validated by experts and colleagues and very few changes were given by subject and industrial experts they also check the objectives and connect them to the questionnaires as well.

In the third step, Quantitative analysis has been done through a pilot study. It was conducted with 111 respondents and data from the R&D department and Cronbach alpha were executed for this study. The reliability of the coefficient ranges from 0 to 1 value and it is an acceptable range. Greater than 0.7 is considered satisfactory.

Table 1 *Cronbach Alpha Coefficient*

Variables	Cron Bach Alpha
Psychological safety	0.914
Dependability	0.940
Structure and clarity	0.915
Meaning of work	0.903
Impact of work	0.854
Team effectiveness	0.907

The fourth step involves validation and it consists of four phases (Face validity, Content validity, Criterion validity, and Construct validity). Face validity was analyzed using Cohens kappa's index and achieved the acceptable range of 0.60 (Oluwatayo, 2012). Content validity was analyzed using the CVR Lawshe method by framing panel members of 5 experts and achieved the critical value of 1. (Straub, Boudreau, et al 2004) criterion validity was analyzed through Pearson two-tailed method and found that the data is not exceeding the value of 0.05.

Construct Validity was measured by using two criteria one is convergent and the other is discriminant validity. Convergent validity consists of the factor loading, average variance extracted (AVE), and composite reliability (CR) as in table 1. In this study, factor loading mostly exceeded 0.620 at the acceptable rate of 0.6. (Hair et.al, 2014) factor analysis had done separately for Google model dimensions and team effectiveness.

The AVE of the results indicates that all the variables had a value greater than 0.5 which means that low error remains (Hair et al, 2011). The highest AVE is structure and clarity which is 0.759 followed by dependability at 0.733. The lowest AVE is the impact of work at 0.481. Based on table 2 it is initiated that all of the AVE and CR values are more than 0.5.

Table 2 *Convergent Validity AVE, CR of Google Model*

Construct	AVE	CR
Psychological Safety	0.591	0.877
Dependability	0.733	0.932
Structure & Clarity	0.759	0.940
Meaning of Work	0.687	0.916
Impact of work	0.481	0.818
Team effectiveness	0.637	0.873

While discriminant validity for the Google model dimension was analyzed using Fornell and Larcker as summarized in table 2. The convergent shows that all the diagonal values are above their horizontal and vertical values respectively. Hence all the variables achieved reliable and valid test results as they are the values are near 1.0 (Hensler,2015).

Table 3 *Discriminant Validity*

		Psychological	Dependability	Structure &	Meaning of	Impact of	Team
Psychological	Pearson	**0.769**					
Dependability	Pearson	.382**	**0.856**				
Structure and	Pearson	.329**	.220**	**0.871**			
Meaning of Work	Pearson	.501**	.228**	.469**	**0.829**		
Impact of Work	Pearson	.372**	.200**	.519**	.464**	**0.694**	
Team	Pearson	.289**	.224**	.519**	.388**	.693**	**0.798**
**. Correlation is significant at the 0.01 level (2-tailed).							

4. Results and Discussion

Before entering into the main analysis the data was checked to avoid errors. A frequency test using SPSS was used to find the missing data and outliers were checked to find out the values falling outside the range. As per Tabachnick and Fidell (2006), any variable z - value more than +/- 3.29 is considered an outlier and in the present data, no outliers were found. To test the assumptions of multivariable analysis 3phases were carried out the first one is normality and which was performed through skewers and kurtosis and found to be within the range of +/-2.58 (Hair et al 2010), the second is a test of homoscedasticity and tested through Levene's test of variable and found that p-value is more than 0.05 which is accepted (Field 2005) and multicollinearity was measured using tolerance (more than 0.2) and VIF (within1 to 0.10) were found to be within the range.

The researcher performed confirmatory factor analysis (CFA) and Structural Equation Modeling (SEM) to analyze the data and test the hypothesis by using AMOS (24). Once the researcher was satisfied with all the parameters of the goodness of fit (GFI) indices for the measurement scale psychological safety, dependability, meaning of work, impact of work, structure, and clarity these hypotheses are tested through SEM. The CFA and the resulting fit indices for the measurement model are presented below, followed by findings from the Structure fit model.

4.1 Findings from Descriptive and Correlation analysis

The results represented in table 4, suggest that the Cron Bach alpha coefficient calculated for team effectiveness and Google model range from 0.840 to 0.944.

Table 4 *Mean, Standard Deviation, Cron Bach Alpha, and Correlation*

Construct	Mean	Std. Deviation	Cron Bach Alpha	1	2	3	4	5	6
Psychological Safety	14.40	3.664	0.880	1					
Dependability	11.46	3.987	0.931	0.382**	1				
Structure of Clarity	20.04	3.175	0.944	0.320**	0.220**	1			
Meaning of Work	17.61	3.942	0.918	0.501**	0.228**	0.469**	1		
Impact of Work	15.87	2.172	0.840	0.361**	0.212**	0.521**	0.466**	1	
Team Effectiveness	19.03	3.110	0.898	0.291**	0.229**	0.521**	0.393**	0.671**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Furthermore, the results also indicate that the sample under study has a favorable view of Google model dimensions and team effectiveness. Finally, the correlation coefficient for the team effectiveness and 5 dimensions of the Google model were found to be positive and significant at a 0.01 level of significance. Overall the result shows that the Google model dimension plays a vital role in team effectiveness.

4.2 Findings from Confirmatory Factor Analysis

The maximum likelihood estimation (MLE) method was used to proceed with CFA to that the hypothesized measurement model (J Oreskog &sorbom 1982). The relative x^2 (x^2 / df) should be between 2 and 5, TLI, CFI, GFI& AGFI should be within 0 to 1 and the RMSEA value should be below 0.08 to verify the data fit (Schumacher and Lomax,2004).

4.2.1　CFA for Google Model Dimensions

Each dimension of the Google model consists of 5 items and the items were entered into CFA Process. All the factor loadings were found to be significant (p<0.001) except item no 5 of the impact of work which was deleted and a new factor analysis was run and found to be significant. fig 2 and table 5 show the absolute goodness of fit measures.

Table 5 *Goodness of fit of CFA on Google Model Dimensions*

| Model	X2/df	GFI	AGFI	NFI	CFI	TLI	RMSEA
Google model dimensions	1.840	0.913	0.892	0.938	0.971	0.967	0.047
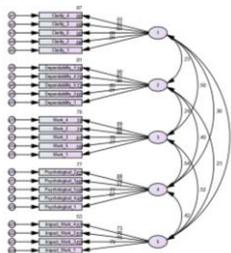
Figure 2 *Goodness of Fit Results of CFA on Google model Dimensions*

4.2.2　CFA for Team Effectiveness

Team effectiveness consists of 5 times and the items and the items were entered into the CFA process. All the factors loading were found to be significant (p<0.001) fig 3 and table 6 show the absolute goodness of fit measures.

Table 6 *Goodness of Fit Results of Team Effectiveness*

Model	X2/df	GFI	AGFI	NFI	CFI	TLI	RMSEA
Google model dimensions	1.183	0.996	0.982	0.997	0.993	0.999	0.222
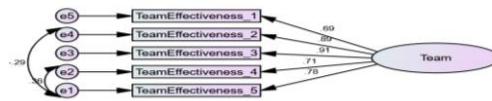
Figure 3 *CFA for Team Effectiveness*

4.3 Structural Model and Hypothesis Tests

The SEM investigates the direct association among the independent constructs and dependent constructs under the hypothesis (H1) Psychological safety will have a significant impact on team effectiveness in R& D Departments of manufacturing units. (H2) Dependability will have a significant impact on team effectiveness. (H3)Structure and clarity will have a significant effect on team effectiveness. (H4) Meaning of Work will have a significant effect on team effectiveness. (H5) Impact of Work will have a significant effect on team effectiveness. Fig 4 shows that the Google model dimension mutually describes 52% of the variance in team effectiveness. The full direct structural equation model shows the impact of GMD on Team Effectiveness.
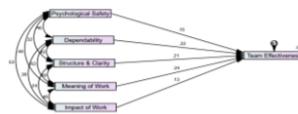
Figure 4 *Team Effectiveness*

Table 7 *The Direct Hypothesized Models*

Hypothesis	Correlations	B	S. E	BETA	CR	P. Value	Significance	Evidence
H1	PS->TE	0.229	0.084	0.154	2.736	0.006	Significance	Supported
H2	DEP->TE	0.341	0.092	0.216	3.693	***	Significance	Supported
H3	SC->TE	0.307	0.074	0.215	4.175	***	Significance	Supported
H4	MW->TE	0.446	0.117	0.242	3.808	***	Significance	Supported
H5	IW->TE	0.183	0.77	0.128	2.363	0.018 *	Significance	Supported

Note: PS =Psychological Safety; DEP =Dependability;SC: Structure &Clarity
*MW: Meaning of work;   IW: Impact of work; TE: Team effectiveness; ***P<0.001**P<0.01* P<0.05*

The structural model result identified that the psychological safety construct had a positive impact on the team's effectiveness (β=0.154, CR=2.736, P<0.01). Therefore H1 was supported which implies that there is a positive relationship between Psychological safety and team effectiveness. The second aspect, the dependability construct had a positive impact on the team effectiveness (β =0.216, CR=3.693, P<0.001) which states that there is a positive and significant relationship between dependability and team effectiveness. The third aspect, the structure of the clarity construct also had a positive impact on the team effectiveness (β =0.25, CR=4.175, P<0.001) which states that there is a positive and significant relationship between structure &clarity and team effectiveness. The fourth aspect, the construct of the meaning of work had a positive impact on the team effectiveness (β =0.2242 CR=3.808, P<0.001) which implies that there is a positive and significant relationship between the meaning of work and team effectiveness. Find the final aspect impact of work construct had a positive impact on the team effectiveness and a significant relationship between the impact of work on the Team effectiveness (β=0.128, CR=2.363, P<0.05) which states that there is a positive relationship between the impact of work and team effectiveness.

The variables and significance level of the SEM model suggest that psychological safety (β=0.154,t=0.52, P<0.01) has a significant influence on team performance. As a result, psychological safety will have a positive and significant impact on the Team's Performance (H1) hypothesis will be fully supported. Dependability (β=0.216,t=0.52, P<0.01)will have a significant influence on team effectiveness (H2) Hypothesis will be fully supported. Structure and clarity (β=0.215,t=0.52, P<0.01) have a significant influence on team effectiveness (H3) Hypothesis is fully supported. Meaning of work (β=0.242,t=0.52, P<0.01)) has a significant influence on team effectiveness (H3) Hypothesis fully supported(H4), Impact of work(β=0.128,t=0.52, P<0.01) have a significant effect on team effectiveness and H5 hypothesis fully accepted.

Discussions

Using data from the Automobile sector's R&D department, this research aimed to improve R&D Department employee team effectiveness. This study not only discusses the significance of team effectiveness but also links and influences team effectiveness using the Google model. The study's findings add to the current body of knowledge and fill a gap on the other. The present study aims to investigate the effect of psychological safety, dependability, structure and clarity, the meaning of work, and the impact of work on team effectiveness. The mean, standard deviation, correlation, and AMOS model findings were evaluated to determine the effect on team effectiveness. The study found that psychological safety has a significantly positive effect on team effectiveness in

the automobile sector R& D department. According to Google's Industry Head Paul Santagata, there can be no team without trust. Team members who trust one another freely share information and work together to make decisions.

(Laura Delizonna, n.d.,2017), the study found that high-performing teams require psychological safety, and will not be penalized if they make a mistake. Psychological safety provides an opportunity to learn, express your opinion, and be creative. These behaviors may lead to improved team performance. (Frazier et al., 2017) the study found that psychological safety significantly and positively influences team performance. Psychological safety increases employee engagement, satisfied team members, and the ability to raise genuine concerns about employee well-being.(Emmanuel OSEI Boakye (2015), n.d.) the study found that, developing trust and respect in the team, higher levels of involvement, high productivity to solve complex challenges, more learning and opportunities, and improved performance. We discovered that reliability greatly enhances team effectiveness. Dependability in a team, every team member can trust the high quality of their colleague's work. Everyone working in a team completes the work on time. An employer needs to motivate employees to not only help customers but also to help each other. Dependable workers are invaluable assets when it comes to properly educating new personnel. They also notice and rectify flaws among their coworkers and are always willing to help others(Chris Kolmar, n.d.,2022).

This study also identifies that role clarity and structure have a significantly positive effect on team effectiveness. (Lynn, 2015)the study found that the team should have a clear vision yet be flexible with the project plan. It is important to have a good team structure, within which all team members are committed to their duties and completing their job on time, to boost productivity by effective members. Belbin's theory of team roles also explains how specified responsibilities and job involvement improve team effectiveness. Team members understand their roles and responsibilities, as well as their strengths and weaknesses.

This study also indicates that the meaning of work has a significantly positive effect on team effectiveness. (Kim et al., 2021) finding meaning at work discusses the significance of finding activities that increase work meaningfulness. Workers who believe their jobs are meaningful and have a sense of meaning are more motivated, happy, and productive. A team member who finds purpose in their job benefits not only the person but also the organization.

This study proved that the impact of work positively and significantly influences team effectiveness. (Emmanuel OSEI Boakye (2015), n.d.) The study found that team members must know how teamwork has contributed to the organizational goal and has created change.

Theoretical Implications

Our studies give support to this theory by identifying improved team performance as a possible source of support for the unique concept. The first researcher developed new insights into team success by using the Google model and if future researchers use it in other fields, they may find a successful team member. This research paper's unique concept was successfully analyzed and may help with R&D in the automobile sector. This research paper has relevant data, and the provided explanation may be useful for the automobile industry. This research might be useful for early-stage team planning.

Practical Implications

The current study offers new perspectives to the researcher, team leader, and organization management. Our findings show that psychological safety has an impact on team success in the workplace. Trusting and respecting team members, taking risks, and expressing ideas without hesitation all help to improve team performance. The management can use these findings to provide a psychological safety training program and one-to-one meetings to improve team effectiveness. Our findings show that dependability influences team success. Dependable team members perform their tasks on schedule and follow the company's regulations and business plans. It helps everyone in the team to perform their tasks and gives them a greater sense of achievement and work satisfaction when they understand the team structure and have clarity on their role. Management must create team flat structures rather than department flat structures. Management may use this data to motivate each employee by rewarding them for their dedication and accountability to their task. Individuals who understand their roles and responsibilities improve operational efficiency while decreasing confusion and redundancy. This finding is used by management to set daily, weekly, and monthly targets to increase role clarity and productivity. Understanding the meaning of work influences team effectiveness. The management recruiting workforce itself must understand the importance of work for employees. The study found that the impact of work influences team effectiveness. The management utilizes this finding to provide target achieved and relevant feedback to team members to understand how their teamwork has helped the organizational goal and created change. If a company shared leadership with a team member, it may increase employee work satisfaction and the capability of all team members to come up with new ideas.

5. Limitation for Future Research

This study is only limited to the R&D department automobile sector Google model factor influencing the team effectiveness in the automobile sector using the Google model. This study may be expanded to analyze various sectors of employees to identify the factors affecting team performance by using the Google model. This study was limited to a small group of participants in the R&D Department; it can be expanded to include a larger number of participants in various departments. Apart from the Google model, we have added ten models for building high-performing teams that may be used as influencing variables in future studies.

6. Conclusion

Nowadays organizations want to improve team effectiveness, teams must be formed and managed effectively through the utilization of resources. A well-managed team may give a competitive edge in terms of greater employee satisfaction, creativity, and

innovation. Having a good team of people around you not only allows you to stay connected, but also allows you to think in new ways, break through restrictions with fresh ideas, and provide you with a strong supporting network. This researcher concluded that using the Google model to influence team effectiveness gave fresh theoretical and practical insights. Researchers suggest that using the Google model for team effectiveness in the automobile industry, particularly in the R&D Department, may lead to a more efficient team member for accomplishing organizational goals.

Global working conditions and improving team effectiveness are important topics for both practitioners and researchers. Dependability is the most important factor for team effectiveness so the members of the team should ensure delivering quality work on time which helps in achieving team effectiveness. Every individual should understand that clear roles and plans will improve the team's effectiveness. Every individual knows the Meaning of work which aids in the achievement of their particular goals. Psychological safety is critical for team performance and employee willingness to take risks in a team, as well as trusting and appreciating team members a higher level of psychological safety less likely to leave the organization, particularly in the automobile sector R&D department. The manager of the R&D Department for the automotive industry take a responsibility for providing training programs, interpersonal skills related to psychological safety, framing a higher level of team structure, fulfilling personal commitments to employees, team flat responsibilities, discussing the previous risk in every meeting identify the strength and weakness, providing reward and incentives to the employees and other initiatives that will improve the performance of both individuals and teams.

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