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PRO-ACTIVE BEHAVIOUR IN CONTEXT OF TEAM CLIMATE

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Abstract

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Employees are considered to be the main source of creativity, innovation, change and development of the enterprise, which can be considered as key success factors. However, if the company climate does not encourage employee activity, development may slow or stagnate. This article focuses on the possibility of prediction of personal initiative and employee silence based on quantification of the team climate. Relationships between constructs (1) "Team climate" and (2) "Pro-active Behaviour" are evaluated on the basis of Exploratory and Confirmatory factor analysis. All factors of the construct "Team climate": (T1) Future olrientation, (T2) Peer support of change, (T3) Team Vision and (T4) Regular Contact, have a significant impact on the factors of the construct "Pro-active Behaviour": (P1) Initiative and a negative impact on (P2) Defence silence. No statistically significant effect in relation to the factors (P3) Loyalty and (P4) Stagnation was identified. The effects, in relation to the initiative of the employees were identified in the interval r = |0.305| – |0.488|. The factor of Defence silence of employees effects "Team climate" factors in the interval r = |0.329| – |0.550|. In both cases this concerns medium dependence. The research results can be used to quantify the quality of team climate in order to enhance the individuals' long-term initiative and organisational effectiveness. This knowledge serves managers as the basis for leadership and development of pro-active behaviour of team members.

Keywords: Team climate, Initiative, Employee Silence, Defence Silence, Loyalty, Stagnation, Pro-active Behaviour

INTRODUCTION

To be competitive in global markets today, companies need employees that actively tackle problems, seek new opportunities and continually improve their work environment. Companies which are satisfied with employees who do only what they are told, lose their competitive advantage (Frese and Fay, 2001).

It is ironic that in an economic recession, when new ideas and positive behaviour could be a very valuable element, a gradual quieting of employees occurs. Employee silence has a negative influence on the ability of the organisation to reveal errors, obtain motivating ideas and consequently decreases the competitiveness of the enterprise (Schlosser and Zolin, 2012). Additional consequences may be stress, cynicism and dissatisfaction (Vakola and Bouradas, 2005). For this reason it is important to know those determinants which create the work climate in which an employee is not afraid to talk about the fundamental issues facing the organisation.

Team Climate Inventory (TCI-29)

The inventory of team climate TCI-29 is based on the original TCI-38 (Anderson and West, 1994) on the basis of validation in the Czech Republic (Hron, Pilař, Pokorná *et al.*, 2012). The TCI-38 tool was validated in 2012. On the basis of extrapolative and conformational factor analyses, the original 38 factors were reduced to 29, explaining the 79.46% difference in the resulting set with the following factor structure: 1) Team vision, 2) Innovation support, 3) Secure cooperation, 4) Focus on tasks,

5) Communication (Hron, Pilař, Pokorná *et al*., 2012). Anderson and West (1994) describe TCI-38 as a tool for measuring important aspects of the innovation-focused team work environment. In connection with other research (Hsu-min, Feng-chuan and West, 2009), TCI-38 is also described as the Team climate for innovation. TCI-38 was compiled on the basis of extrapolation and confirmatory analysis from the original version TCI-116 (West, 1990) through research on differing entities. The original version of TCI-116 was reduced from 116 variables to 38 variables, from which a four-factor version was compiled (38 questions) with an interval of internal consistence of Alfa 0.84–0.94 (Anderson and West, 1998): Team vision – how clearly are team goals and visions defined, shared, evaluated and achieved. Team vision concerns the opinions of team members on "clarity, sharing and achievability" of team objectives (Proudfoot, Jayasinghe, Holton *et al*., 2007); Innovations support – how team members perceive other team members in the area of support of new ideas; Secure cooperation – to what extent the team cooperates in the area of innovation and how secure do the team members feel in proposing new ideas (Anderson and West, 1998). Participative security is the level of team participation in decision-making processes. This relates to psychological security and support in the course of proposing new and better methods of work (Proudfoot, Jayasinghe, Holton *et al*., 2007); Tasks orientation – to what extent the team considers the fulfilment of tasks as an important element of team productivity in relation to the joint mission. TCI-38 was subsequently validated in Italy (Ragazzoni, Baiardi, Zotti *et al*., 2002), Greece (Chatzi and Nikolaou, 2008), Norway (Mathisen, Einarsen, Jørstad *et al*., 2004) and China (Sun, Zhao and Chen, 2011).

Proactive Behaviour

The construct "Proactive behaviour" is composed of two fundamental factors – Personal initiative PI-7 (Frese, Fay, Hilburger *et al*., 1997) and Employee silence (Van Dyne and Botero, 2003). In any company, employees must often make decisions about whether to speak or to remain silent (Francess and Morison, 2003). Employee silence can be defined as a situation where employees hold information that could be useful for the organisation. This can occur, for example, if they do not have the opportunity to speak to a supervisor or manager (Tangirala and Ramanujam, 2008), but also from other causes which are a result of poor workplace climate. Employees choose an answer, to be silent, and thus deny entry to other employees, which could be valuable for them in the form of new ideas, wishes or ideas (Francess and Morison, 2003). One reason for the employee silence can be a constant negative feedback from higher authorities. If an employee receives negative feedback, he or she stays silent and no longer makes suggestions for new ideas (Colquitt and Greenberg, 2005). Another case of employees silence occurs when managers and employees do not address the real problems that exist within organisations. They avoid these problems or look for "quick fixes" and thus make things worse and cause that employees feel they have no hope of a solution. If employees lose hope that the real problems will be really solved, it can lead into many organisational problems (Vakola and Bouradas, 2005). If companies want to be successful, they must face the real problems and solve them. Employee silence typically stems from upper management to lower level employees, which result in the form of indifferent employees (Joinson, 1996). Employee silence may create stress, cynicism and dissatisfaction (Vakola and Bouradas, 2005).

Personal Initiative

Frese and Fay (2001) describe personal initiative of employees as a key element in the competitiveness of a company in the 21st century, and further as an important element in the process of transformation from idea to innovation. (Frese, Kring, Soose *et al*., 1996; Frohman, 1999; Michalik, 2003; Rank, Pace and Frese, 2004; Talke, Salomo and Mensel, 2006). According to Fedorová and Rajchlová (2012), personal initiative can be considered as a certain type of support. Personal initiative is also defined as an individual, proactive and independent approach to work beyond the scope of what is formally required in the given employment (Frese and Fay, 2001; Frese, Fay, Hilburger *et al*., 1997; Frese, Garst and Fay, 2007). Proactive behaviour is here considered to be behaviour through which the individual reacts to new requirements, or repeated problems immediately (Frese, Garst and Fay, 2007). Personal initiative was often negatively sanctioned by co-workers or managers, because taking initiative is often perceived as a threat. Initiative may not necessarily be welcome in the short-term horizon, but in the long-term it brings acceptance of a higher degree of personal initiative in new thoughts, improvement of production and operating processes, and easier implementation of innovations (Bear and Frese, 2003). Company climate supporting initiative plays an important role in the subsequent implementation of innovations.

The responsibility for production is typically in the hands of management within the classic concept of production processes (Wall and Jackson, 1995). With the increasing complexity of production, particularly in the area of services, which are often not as standardised as, for example, production line manufacturing, the degree of uncertainty increases (Wright and Cordery, 1999). This effect means more unexpected problems and obstacles, which must be overcome, often through actions that originate with ourselves, so as to prevent damage. It is therefore fundamental to have an open environment, supporting an active approach to work (Bear and Frese, 2003). Importance is placed, among other things, on the interest of employees and managers

in the future of their company, team cooperation and elimination of excess rivalry (Blašková, 2009).

In the area of personal initiative it is necessary to create an environment which does not force employees into personal initiative (Grant and Ashoford, 2008; Grant, Parker and Collins, 2009). Employees who are under constant pressure in the area of initiative from managers, who increasingly expect proactive behaviour such as personal initiative, may, under constant pressure, become overloaded and will be unable to sustain their efforts over time (Bolino and Trunley, 2005; Grant, 2008). Based on the research of Grant, Nurmohamed, Ashford *et al.* (2011) high pressure on personal initiative results in negative consequences from employees in the form of increasing quantity over quality of ideas. When the manager exerted high pressure on the personal initiative of employees, the feelings of pressure were associated with a feeling of forced initiative, which in terms of quantity did not correspond to quality and the overall yield of ideas over the advantage of quantity was lower. These results indicate the necessity of creating an environment which is open towards personal initiative, and does not expose people to stress, but rather, with the aid of personal initiative, helps employees to achieve self-realisation, and increases the performance of the organisation (Bolino, Valcea and Harvey, 2010).

The aim of the work is to evaluate the relationships between the constructs 1) "Team climate" and 2) "Proactive behaviour" and to find out which determinants of team climate support personal initiative, and which suppress employee silence, and to quantify their effect.

MATERIALS AND METHODS

Primary data were acquired through the method of surveying, using an electronic questionnaire. The questionnaire was available online at www.inovace2011.cz and www.inovace2012.cz. In connection with earlier research (Schneider and White, 2004; Cheung and Wong, 2011; Agarwal, Datta and Bhargava, 2012), which this study expands on, the research was focused on companies operating in the field of services. In total, over two rounds, the questionnaire was completed by 264 respondents. Due to the request for further questionnaires distribution or sharing on social networks and discussion groups, the return rate of questionnaires cannot be calculated. The appropriateness for the use of Structural Equation Modeling was evaluated on the basis of Skewness and Kurtosis (Garson, 2006). To evaluate the appropriateness of using exploratory Factor Analysis (hereinafter EFA) the Kaiser-Maier-Olkin test (Tabachnick and Fidell, 2007) was used. The number of factors was chosen on the basis of the average values of the factor range (Whitley, Kite and Adams, 2012). Exploratory factor analysis was performed using the statistical program SPSS 19. The validity of the construct was evaluated on the basis of values of factor load (Hair, Black, Babin, *et al,* 2006). Modification of the FIT indices model in confirmation factorial analysis (hereinafter CFA) took place according to the standardised method on the basis of modification indices for required values FIT indices are GFI > 0.9; RMSEA < 0.08; NFI > 0.9; TLI > 0.9; CFI > 0.9; IFI > 0.9; CMIN/DF < 3) (Brown, 2006). To confirm the relationship between factors, a critical value of the correlation coefficient 0.3 was set at the level of significance of less than $p < 0.05$ (Byrne, 2001). Factor structure was analysed in the SPSS AMOS program. To examine pro-active behavior only the quantitative methods were used in this research.

The representation of respondents (n = 264) in the surveyed set is as follows: 71% women, 29% men; by size of enterprise: 37% medium size, 63% large size enterprises. The minimum size of the enterprise was restricted to 49 employees due to their specifics in the area of management style (Baetz, 2003).

RESULTS

Team Climate

The appropriateness of the construct use for exploratory factor analysis was verified on the basis of the Kaiser-Maier-Olkin index; KMO = 0.951. Variables were reduced on the basis of the Varimax method – orthogonal rotation of original factors. Based on this rotation, four factors were extracted, which explains the 74.3% variability of the original variables.

For confirmatory factor analysis, a factor structure based on the EFA results was used. On the basis of standardised procedure (Blunch, 2008; Bowen, 2011), five variables were removed from the model

I: *Exploratory factor analysis – Team climate*

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Future Orientation	14.637	50.471	50.471	7.406	25.54	25.54
Peer support of change	3.319	11.444	61.915	6.862	23.661	49.2
Team Vision	2.198	7.578	69.493	4.164	14.357	63.557
Regular Contact	1.407	4.851	74.344	3.128	10.786	74.344

Source: own calculation, questionnaire survey

due to problematic co-variable and 951; TLI = 0.980; CFI = 0.983; IFI = 0.983; CMIN/DF = 1.509. All factor loads for individual regressive values in modifying indices. The resulting model achieves 24 variables, which can be accepted for four latent factors. Values of the CFA model of the construct "Team climate" indicate that the factors appropriately represent the input data. FIT indices for the "Team climate" model achieve acceptable values: GFI = 0.902; RMSEA = 0.044; NFI = 0 variables in the model are above the value 0.5 (0.68–0.96) and are significant at the level $p < 0.001$, which confirms the convergent validity of the model. Values R2 (0.49–0.97) together with the correlations between the latent factors, which are smaller, than the value 0.85 (0.425–0.812), we can confirm the discriminatory validity of the model. The first factor is characterised by medium-high to high loads (0.741–0.976). This factor is composed of seven variables and according to EFA explains 25.5% variability of the original variables. This factor can be called Focus on the future (T1), on the basis of variables contained. The second factor is characterised by medium-high to high loads (0.68–0.73). This factor is composed of eight variables and according to EFA explains 23.6% variability of the original variables. Based on the variables it contains, this factor can be called Peer support of changes (T2). The third factor is characterised by medium-high, to high loads (0.726–0.961). This factor is composed of five variables and according to EFA explains 14.4% variability of the original variables. Based on the variables it contains, this factor can be called, in accordance with the initial construct, Team vision (T3). The fourth factor is characterised by medium-high to high loads (0.706–0.901). This factor is composed of four variables and according to EFA explains 10.8% variability of the original variables. Based on the variables it contains, this factor can be called Regular contact within the team (T4).

The strongest correlation is between the factors Focus on the future (T1) and Peer support of changes (T2). Although other values are at a lower level, they all exceed the critical value of 0.3.

Proactive Behaviour

The construct "Proactive behaviour" is composed of two fundamental factors – Personal initiative (Frese, Fay, Hilburger *et al.*, 1997) and Employee silence (Van Dyne and Botero, 2003). The appropriateness of using these factors for exploratory factor analysis was verified on the basis of the Kaiser-Maier-Olkin index, KMO = 0.769. Based on EFA, four factors were extracted, which explain the 77.9% variability of original variables.

For confirmatiory factor analysis, a factor structure based on EFA results was used. On the basis of a standardised procedure (Blunch, 2008; Bowen, 2011), one variable was removed from the model due to problematic co-variables and regressive values in modifying indices. The resulting model achieves 13 variables, which can be accepted for four latent factors. Construct "Pro-active behaviour" appropriately represents the input data, FIT indices for the model achieve the values: GFI = 0.937; RMSEA = 0.066; NFI = 0.965; TLI = 0.973; CFI = 0.981; IFI = 0.981; CMIN/DF = 2.128. All factor loads for individual variables are significant at the level of $p < 0.001$, which confirms the convergent validity of the model. On the basis of EFA and CFA, four factors were extracted. The first factor is characterised by medium to high loads (0.677–0.906). This factor consists of four variables and explains the 21.1% variability of the original variables. Based on the variables it contains, this factor can be called Initiative (P1). The second factor is characterised by medium to high loads (0.746–0.992). This factor is composed of three variables and explains the 20.4% variability of the original variables. Based on the variables it contains, this factor can be called Defense silence (P2). The third factor is characterised by high loads (0.866–0.994). This factor is composed of three variables and explains 20.2% variability of the original variables. Based on the variables contained, this factor can be called loyalty (P3). The fourth factor is characterised by low to high loads (0.311–0.920). This factor is composed of three variables and explains 16.2% variability of the original variables. Based on the variables contained, this factor can be called Stagnation (P4).

Despite the fact that discriminatory validity of the model was confirmed (individual values of correlation between factors are less than 0.85) a strong to medium-strong negative correlation (–0.669) can be seen here between the factor Initiative (P1), which is the most fulfilled of variables expressing active solution and participation in the problem and the factor of Defense silence (P2). Defense silence is the most filled with the variables expressing non-proposal of new ideas due to fear on the side of colleagues, the manager and further, the leaving out of facts to protect oneself. Other correlations are at a very low level.

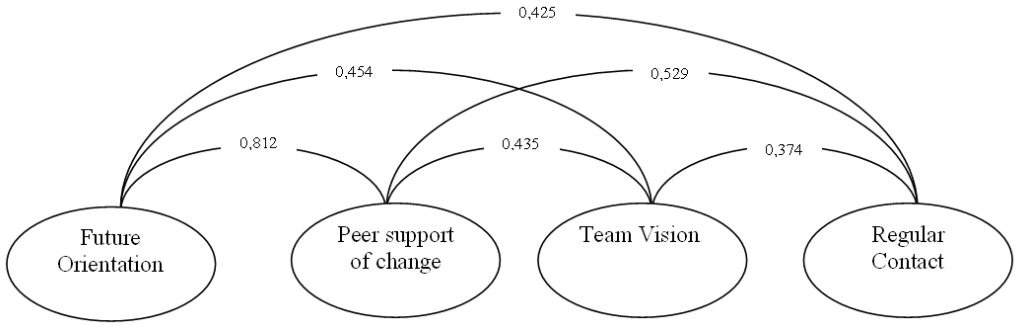
Effect of Team Climate on Employees Proactive Behaviour

For the analysis of the effect of the construct "Team climate" on the "Proactive behaviour" of employees, first a mutual relationship model of two constructs in accordance to the CFA results was created.

Model 1 – Effect of Team Climate on Employees Pro-active Behaviour

Eight factors were placed in the model, which aggregates 37 variables within itself. The model evaluation results of the "Team climate" effect on "Pro-active behaviour" of employees is shown on the model below, and is acceptable on the basis of the following values of the model FIT indices: GFI = 0.969, RMSEA = 0.061, NFI = 0.934, TLI = 0.950, CFI = 0.966, IFI = 0.967, CMID/DF = 1.966.

Based on the results of this model, it can be said that the "Team climate" has an effect on the "Pro-



1: *Correlation between factors – Team climate*

II: *Confirmatory factor analysis – Team climate*

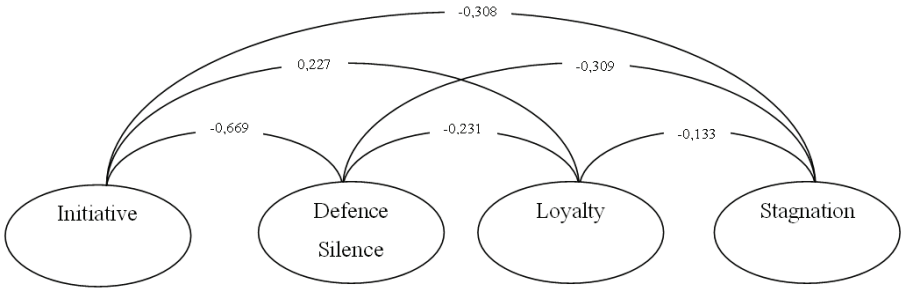
Variables		Factor	Estimates	R2	C.R.	P-value	Correlation between factors	
This team is always moving toward the development of new answers	<---	T1	0.985	0.65	f.p.		F1-F2	0.812
There is a lot of give and take	<---	T1	0.809	0.97	21.457	***	F1-F3	0.454
Assistance in developing new ideas is readily available	<---	T1	0.971	0.94	20.934	***	F1-F4	0.425
There is a lot of give and take	<---	T1	0.976	0.95	21.131	***	F2-F3	0.435
People in this team are always searching for fresh, new ways of ooking at problems	<---	T1	0.957	0.92	20.409	***	F2-F4	0.529
In this team we take the time needed to develop new ideas	<---	T1	0.741	0.55	15.256	***	F3-F4	0.374
Members of the team provide and share resources to help in the application of new ideas	<---	T1	0.927	0.86	19.311	***		
There is a real concern among team members that the team should achieve the highest standards of performance.	<---	T2	0.698	0.49	15.296	***		
The team can complement one idea in response to the second thoughts	<---	T2	0.68	0.46	14.567	***		
Team members provide practical support for new ideas and their application	<---	T2	0.93	0.86	35.601	***		
People in the team co-operate in order to help develop and apply new ideas	<---	T2	0.686	0.47	14.804	***		
We share information generally in the team rather than keeping it to ourselves	<---	T2	0.73	0.53	16.668	***		
Other team members agree with these objectives	<---	T3	0.961	0.92	30.068	***		
These objectives are worthwhile to the wider society.	<---	T3	0.851	0.72	21.122	***		
These objectives are worthwhile to me.	<---	T3	0.873	0.76	22.749	***		
I agree with these objectives	<---	T3	0.726	0.53	15.279	***		
Teams objective are clear to me.	<---	T3	0.923	0.85	f.p.			
We keep in touch with each other as a team	<---	T4	0.78	0.61	f.p.			
We keep in regular contact with each other	<---	T4	0.901	0.81	14.807	***		
Members of the team meet frequently to talk both formally and informally	<---	T4	0.721	0.52	11.932	***		
We interact frequently	<---	T4	0.706	0.5	11.746	***		
We have a'we are in it together' attitude	<---	T2	0.708	0.5	15.804	***		
People keep each other informed about work-related issues in the team	<---	T2	0.95	0.9	40.648	***		
Everyone's view is listened to even if it is in a minority	<---	T2	0.98	0.96	f.p.			

*** P < 0.01, (T1) Future Orientation, (T2) Peer support of change, (T3) Team Vision, (T4) Regular Contact.
The order of variables does not correspond to the order of questions in the questionnaire.
Source: own calculation, questionnaire survey

III: *Exploratory factor analysis - Pro-active behaviour*

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Initiative	5.11	36.503	36.503	2.956	21.111	21.111
Defence Silence	2.354	16.813	53.316	2.857	20.404	41.515
Loyalty	2.091	14.933	68.249	2.827	20.193	61.708
Stagnation	1.347	9.622	77.871	2.263	16.162	77.871

Source: own calculation, questionnaire survey



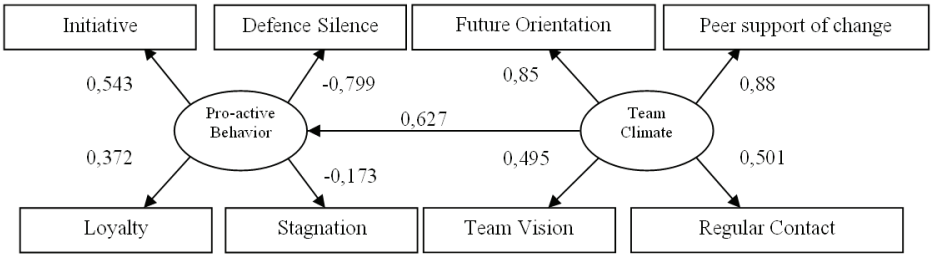
2: *Correlation between factors – Pro-active behaviour*

IV: *Confirmatory factor analysis – Pro-active behaviour*

Variable		Factor	Estimate	S.E.	C.R.	P-value	Correlation between factors	
I actively attack problems.	<---	P1	0.906		f.p.		P1-P2	-0.669***
Whenever something goes wrong, I search for a solution immediately.	<---	P1	0.786	0.038	16.311	***	P1-P3	0.227***
Whenever there is a chance to get actively involved, I take it.	<---	P1	0.805	0.046	16.896	***	P1-P4	-0.308***
I take initiative immediately even when others don't.	<---	P1	0.677	0.053	14.238	***	P2-P3	-0.231***
I am not suggesting new ideas because of fear of subsequent reactions from the colleagues.	<---	P2	0.992		f.p.		P2-P4	0.309***
I am not suggesting new ideas because of fear of subsequent reactions from the manager.	<---	P2	0.746	0.041	17.738	***	P3-T4	-0.133n.s.
Sometimes I omit facts or issues to protect myself.	<---	P2	0.981	0.018	58.274	***		
I use opportunities quickly in order to attain my goals.	<---	P3	–0.994	0.017	–60.454	***		
Protecting information you provide to competitive advantage	<---	P3	0.979		f.p.			
I refuse to disclose information that could damage the organization	<---	P3	0.866	0.034	26.959	***		
Usually I do more than I am asked to do.	<---	P4	–0.92	0.375	–6.235	***		
I am not suggesting new ideas, because I'm has resigned	<---	P4	0.311		f.p.			
I am not suggesting new ideas, because I don't feel the internal needs	<---	P4	0.924	0.064	15.822	***		

*** P < 0.01, (P1) Initiative, (P2) Defence Silence, (P3), (P4) Stagnation
Source: own calculation, questionnaire survey

active behaviour" of employees (r = 0.581). Individual manifest variables relate relatively poorly to factors. The weakest link is –0.173, which indicates a potential for elimination together with another factor, Loyalty, which has a value of 0.370 (Byrne, 2001). Based on the results of structural modeling, it can be said that the "Team climate" has a positive effect on the "Pro-active behaviour" of employees. Unfortunately this type of model has decreased variability on the basis of individual variables aggregation into a single variable using the parceling technique. For this reason it is necessary to create individual models for analysis of the relationships between individual factors.



3: *Effect of Team climate on Employees Pro-active Behaviour – model 1*

V: *Effect of Team climate on Employees Pro-active Behaviour – model 1*

			Estimates	C.R.	P-value
Pro-active Behavior	<-->	Team Climate	0.581	4.899	***
Pro-active Behavior	<---	Team Climate	0.627	5.417	***
Regular Contact	<---	Team Climate	0.501	f.p.	
Team Vision	<---	Team Climate	0.495	6.13	***
Peer support of change	<---	Team Climate	0.88	8.151	***
Future Orientation	<---	Team Climate	0.85	8.107	***
Initiative	<---	Pro-active Behavior	0.543	f.p.	
Defence Silence	<---	Pro-active Behavior	–0.799	–6.886	***
Loyalty	<---	Pro-active Behavior	0.372	4.716	***
Stagnation	<---	Pro-active Behavior	–0.173	–2.382	0.017

*** P < 0.01
Source: own calculation, questionnaire survey

Model 2 – Effect of Team Climate on Proactive Behaviour of Employees

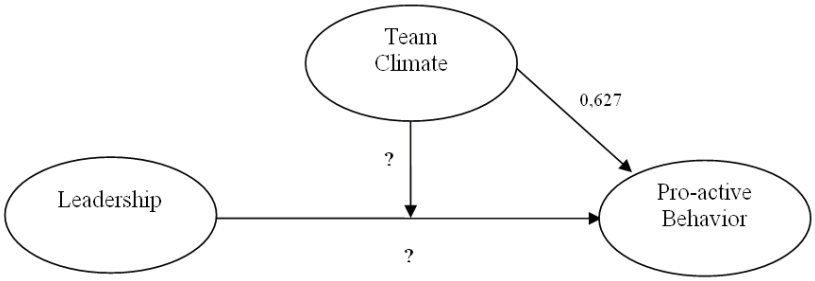
The second model was created on the basis of aggregation of individual variables into factors according to the results of CFA. The model was created so that individual factors of the constructs "Team climate" and "Pro-active behaviour" were tested independently through 16 independent models. Individual models analyse the mutual relationship between the individual factors of the given constructs.

Analysing the effect of the "Team climate" on "Pro-active behaviour" on the basis of structural modeling, significant effect was found for all factors from the construct "Team climate": Focus on the future (T1), Peer support of changes (T2), Team vision (T3),

VI: *Effect of Team climate on Employees Pro-active Behaviour – model 2*

Independent factor	Dependent factor	Correlation	Regression	P-value	Acceptable
Future Orientation	Initiative	0.488	0.412	***	YES
Future Orientation	Defence Silence	–0.55	–0.704	***	YES
Future Orientation	Loyalty	0.248	0.281	***	NO
Future Orientation	Stagnation	–0.288	–0.105	***	NO
Peer support of change	Initiative	0.476	0.511	***	YES
Peer support of change	Defence Silence	–0.506	–0.835	***	YES
Peer support of change	Loyalty	0.273	0.39	***	NO
Peer support of change	Stagnation	–0.167	–0.452	0.013/***	NO
Team Vision	Initiative	0.305	0.276	***	YES
Team Vision	Defence Silence	–0.329	–0.46	***	YES
Team Vision	Loyalty	0.24	0.239	**	NO
Team Vision	Stagnation	–0.17	–0.23	**	NO
Regular Contact	Initiative	0.476	0.394	***	YES
Regular Contact	Defence Silence	–0.406	–0.546	***	YES
Regular Contact	Loyalty	0.153	0.099	0.13	NO
Regular Contact	Stagnation	–0.236	–0.141	0.002	NO

Source: own calculation, questionnaire survey



4: *Moderation effect*

Regular contact within the team (T4) for two factors only from the "Proactive behaviour" construct: Initiative (P1) and Defense silence (P1). Relations for factors Loyalty (P3) and Stagnation (P4) cannot be statistically confirmed, see Tab. IV.

DISCUSSION

As stated in previously conducted studies, Team climate was evaluated as a mediator (Anderson and West, 1998) in relation to the relational coordination and attendance of diverse professionals (Hartgerink, Cramm, Bakker *et al.*, 2014) and constructs – community governance (Ceschi, Dorofeeva and Sartori, 2014), communications and support for innovation (Beaulieu, Dragieva, Del Grande *et al.*, 2014). On the basis of the research of Açıkgöz and Günsel (2011) the relationship between three factors from the above-mentioned construct: Vision, Secure Cooperation and Innovations support, was confirmed for a company providing services in the field of information technologies in Turkey. Drach-Zahavy (2004) supplements these factors with Team innovativeness. The above-mentioned results of research show the influence of the team climate, in particular, in the area of increasing productivity, personal satisfaction and innovativeness.

Our research adds to the knowledge of Employees silence, by modeling relationships between Team climate and the Employees silence construct. These findings can be interpreted in the context of previous research. These scholars confirmed positive impact between employee silence and work satisfaction and negative correlation between employee silence in relation to an organisational commitment (Vakola and Bouradas, 2005). More specifically by imfluencing the level of team climate, the prediction of the work satisfaction and organisational commitment can be predicted.

Based on qualitative research (Pilař, 2013) respondents see no reason to be disloyal towards an organisation on the basis of conflict, or bad team climate. An important determinant here is the manager who creates this climate, and stands in the background of perception of the team climate by employees. The factor Stagnation is influenced, according to interviews, by the team climate, but similarly to the factor of Loyalty, only under the assumption that the manager does not direct this climate. Moreover, as previous researchers uncover the managers' importance in creating an environment supporting open communication and exchange of thoughts, our research add the importance of regular contact. For the reduction of defensive silence it is important to create the opportunity to communicate within the actual team and with senior managers (Nikolau, Vakola and Bourantas, 2011) and maintain the employees' trust (Schlosser and Zolin, 2012).

For future research, it will be therefore necessary to model the relationship between management style and "Pro-active behaviour", not only as a direct influence of the management on "Pro-active behaviour", but also as a moderating influence (Dawson and Richter, 2006) of the "Team climate" on the relationship between management and "Pro-active behaviour".

When interpreting latent factors, it is necessary to take into account the variables contained, because the importance of these factors can be perceived differently. The research is also limited by the fact that the data are measured at one point in time, and further longitudinal studies would be helpful for a more complete understanding of the phenomena.

SUMMARY

The aim of the paper is to evaluate the relationships between the constructs (1) "Team climate" and (2) "Pro-active behaviour" in order to find out which determinants of "Team climate" support personal initiative and suppress employee silence. For this reason the research was primarily focused on the prediction possibility of the personal initiative and employee silence level. Primary data were obtained using survey research. A questionnaire was completed by 264 respondents, all employees working in the field of service. A relationship between four factors of the constructs "Team climate" (1): Focus on the future (T1), Peer support of changes (T2), Team vision (T3), Regular contact (T4) and four factors of the "Pro-active behaviour" (2) construct: Initiative (P1), Defense silence (P2), Loyalty (P3) and Stagnation (P4) was modeled on the basis of EFA and CFA.

In the analysis of the "Team climate's" effect on "Pro-active behaviour" of employees, the results were, in regard to individual factors of "Proactive behaviour", structurally similar. All factors of the "Team climate" (1): Focus on the future (T1) Peer support of changes (T2) Team vision (T3) Regular contact (T4), have a positive effect on Initiative (P1) and a negative effect on Defense silence (P2) – factors from the construct "Pro-active behaviour" (2). In relation to the factors Loyalty (P3) and (P4) Stagnation, no statistically significant effect was identified. Effects were identified relating to employee Initiative in the interval r = |0.305| – |0.488|. Employee Defense silence factor is related to the "Team climate" factors in interval r = |0.329| – |0.550|. Both cases involve medium dependence.

Based on our research, it is evident that the "Team climate" is important for the development of employee Initiative and suppression of Defense silence. This is an important finding in the light of previous studies (Schlosser and Zolin, 2012), which identified employee silence as a critical factor in stressful economic times. The main findings of this paper introduce the posibility of prediction of Personal initiative and Defence silence based on the "Team climate" construct decomposition. Construct decomposition reveals that "Team climate" factors such as Future orientation, Peer support of change, Team vision and Regular contact, are important for the development of employee voice and openess. The research results can be used to quantify the quality of the team climate in order to enhance the individuals' long-term initiative and organisational effectiveness. This knowledge serves managers as the basis for leadership and development of pro-active behaviour of team members. This research also has implications for supervisors within a building, and maintaining work satisfaction and organisational obligation. The research is limited by the fact that the questionnaire and its statistical processing do not include all aspects of human thinking and behavior.

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