

## REVIEWER'S REPORT

Manuscript No.: **IJAR-52678**

Date: 07-07-2025

**Title: Teamwork and Confidence: Its Impact on Organisational Performance  
Â– A Content Analysis Approach**

### Recommendation:

Accept as it is .....

**Accept after minor revision**.....

Accept after major revision .....

Do not accept (*Reasons below*) .....

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance			✓	

Reviewer Name: Dr.P.Manochithra

Date: 07-07-2025

### Reviewer's Comment for Publication.

*(To be published with the manuscript in the journal)*

*The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.*

This manuscript provides a comprehensive and insightful analysis of the interplay between teamwork, confidence, and Organisational performance. Its synthesis of existing literature and conceptual model offers both theoretical depth and practical relevance. The study's emphasis on psychological safety as a key mediator enriches the current discourse in Organisational behavior.

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### *Detailed Reviewer's Report*

#### **Teamwork and Confidence: Its Impact on Organisational Performance – A Content Analysis Approach**

#### **1. Title and Abstract**

- **Assessment:** The title accurately reflects the content and scope of the study. The abstract is concise, well-structured, and effectively summarises the objectives, methodology, findings, and implications of the research.
- **Suggestion:** No major changes required.

#### **2. Introduction**

- **Strengths:** The introduction provides a clear rationale for the study, highlighting the increasing relevance of teamwork and confidence in today's complex organisational settings. The research gap is well-articulated, and the objectives are clearly defined.
- **Suggestion:** The introduction could benefit from a brief mention of the practical industries or sectors where the findings might be especially applicable (e.g., healthcare, IT, education).

#### **3. Literature Review**

- **Strengths:** The literature review is comprehensive and well-organised, covering key constructs such as teamwork, self-efficacy, collective confidence, and psychological safety. The integration of theoretical models such as Bandura's Self-Efficacy Theory and the IPO model enhances the scholarly depth.
- **Suggestion:** Consider including more recent empirical studies from post-2020, if available, to enhance the currency of the literature base.

#### **4. Methodology**

- **Strengths:** The qualitative content analysis approach is appropriate for the study's objectives. The use of both inductive and deductive coding, NVivo software, coder triangulation, and clearly defined sampling criteria adds rigour and transparency.
- **Suggestion:** The inclusion of a table summarising the 48 studies analysed (author, year, methodology, and key findings) would enhance clarity and reproducibility.

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### 5. Findings and Analysis

- **Strengths:** The findings are well-articulated and supported by thematic synthesis. The identification of mediators (psychological safety) and moderators (leadership style, task complexity) provides nuanced insights. The proposed conceptual model is coherent and valuable.
- **Suggestion:** A visual representation of how specific antecedents link to different performance outcomes (e.g., innovation, engagement) would enhance the impact of the findings.

### 6. Discussion

- **Strengths:** The discussion effectively bridges theory and practice. The interpretation of results is thoughtful, and the theoretical contributions—especially the integration of teamwork and confidence as co-constructive forces—are noteworthy.
- **Suggestion:** Briefly discuss potential challenges in implementing the suggested practices (e.g., barriers to fostering psychological safety in hierarchical cultures).

### 7. Practical Implications

- **Strengths:** Clear, actionable insights are provided for managers and organisations, particularly regarding leadership development, team composition, and performance appraisals.
- **Suggestion:** Include a short example or case illustration to demonstrate how the recommendations could be applied in a real-world organisational setting.

### 8. Limitations and Future Research

- **Strengths:** The study transparently discusses its limitations, such as reliance on secondary data and subjectivity in coding. Recommendations for future research are relevant and constructive.
- **Suggestion:** Encourage future empirical testing of the conceptual model using quantitative or mixed methods to enhance generalisability.

### 9. References

- **Strengths:** The references are current, relevant, and well-cited. Proper academic sources are used.
- **Suggestion:** Double-check for duplicate entries and consistency in formatting.