

The Leadership, Trust, and Openness to Experience as Antecedents of Performance of Sports Manufacturing Firms of Thailand, Exploring the Mediating Role of Team Cohesion

Mochammad Fahlevi¹, Kittisak Jermstittiparsert², Navaporn Wongsuwan³, Mohammed Aljuaid⁴, Thitinan Chankoson⁵, Phutthiwat Waiyawuththanapoom^{6*}

Abstract

The performance of the organizations needs to be measured. This study aimed to determine the relationship between openness, trust, leadership, team cohesion, and organizational performance. This study was cross-sectional, and survey questionnaires were used to collect data from participants. The questionnaire was distributed to employees of Thai organizations that manufacture sports goods. For this purpose, convenience sampling was used, and 75.78 percent of the responses were usable. For data analysis, PLS 3.3.2 was utilized. According to the study's findings, trust does not affect team cohesion. Additionally, team cohesion does not mediate between confidence and performance. However, the remaining relationships were deemed significant. The study's findings are beneficial for policymakers and academics.

Keywords: Team Cohesion, performance, Leadership, Sports, Thailand

Introduction

The evaluation of a company's performance is a crucial component of every company's management, as it enables the assessment of the impact of business management decisions on performance outcomes, the direction of those results and the necessary steps to enhance them. The resource- and capability-based perspectives assert that a company's business performance is determined by its capacity to convert resources (e.g., assets, expertise, procedures) into capabilities (e.g., customer relationships, sales abilities, reputation positioning) to gain a competitive advantage. Organizations routinely request that employees enhance their skills and performance to remain competitive and withstand market volatility. Therefore, firms must understand human capital to maximize performance while boosting employee satisfaction (Alasadi & Al Sabbagh, 2015).

Businesses demand excellent performance management. It aids companies in formal and informal ways in aligning their staff, resources, and systems with their strategic objectives. Organizations that excel in performance management become formidable competitive machines (Ahmed et al., 2019).

Leadership is increasingly acknowledged as a crucial factor in improving success in various fields. When using their leadership talents, those in positions of authority must consider these factors. When changes are necessary for numerous areas of the organization, the leaders must ensure that they benefit the members and the organization. Management refers to the formal duty of decision-making and command (Mourao, 2018). Leadership is the capacity to mould and influence the views and skills of others in any situation, formal or informal. In contrast, management is the official duty of decision-making and command.

Leadership is an essential management function that assists in directing an organization's resources toward enhanced productivity and accomplishing its objectives. Effective leaders bring purpose and clarity and inspire and direct the organization to achieve its mission. Organizations of all types emphasize leadership as a vital idea for achieving success. Leadership is frequently linked with the executive suite, although it may occur anywhere (Ronald, 2014).

The importance of trust in the economy is increasingly acknowledged in the economics literature, both at the macroeconomic and microeconomic levels (e.g., the relationship between trust and economic development) (e.g., in the context of financial decision-making). Human resource management research has typically focused on the effect of specific workplace practices on employee trust. There is evidence that a worker's degree of control over their employment is associated with greater levels of general trust. Employee trust in the workplace may influence employee conduct, which impacts business performance (Covey & Conant, 2016).

The extent to which employees believe their bosses will treat them honestly and reasonably may influence the extent to which they engage in opportunistic or other behavior. Consequently, the level of confidence employees has in their managers may impact business performance (Brown et al., 2015).

Intelligence, Culture, Imagination, and Creativity have been used over the years to describe the expansive and diverse quality of Experience-Openness. This article will focus on the personality trait of openness to experience, which shows a person's intellectual curiosity, inventiveness, and preference for diversity, among other things. For instance, those with greater openness to experience engage in more exciting leisure activities (Sanatkar & Rubin, 2020).

The most significant and well-documented influence on inventiveness is openness to experience. Openness is characterized by intellectual curiosity, open-mindedness, imagination, and creativity, as well as various interests and information-seeking activities. All of these allow individuals with a high Openness to try new things and challenge their previous views (den Hartog et al., 2020).

The key to productive teamwork is cohesive and highly successful teams. For a team to be cohesive, its members must jointly define and comprehend its goals, and all members must participate equally in team activities. These teams can only perform their daily responsibilities effectively if they have a high level of cohesion. To enhance organizational effectiveness, it is essential to ensure that teams are highly cohesive (Van der Voet & Steijn, 2021)

Team cohesion is essential in the workplace since it increases company performance, employee satisfaction, and motivation.

¹ Management Department, BINUS Online Learning, Bina Nusantara University, Indonesia; mochammad.fahlevi@binus.ac.id

² Faculty of Education, University of City Island, Cyprus; kittisak.jermstittiparsert@adakent.edu.tr

³ School of Communication Arts, Sukhothai Thammathirat Open University, Thailand; 4641500352@stou.ac.th

⁴ Department of Health Administration, College of Business Administration, King Saud University, Saudi Arabia; maljuaid@ksu.edu.sa

⁵ Faculty of Business Administration for Society, Srinakharinwirot University, Thailand; thitinanc@g.swu.ac.th

⁶ College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, Thailand; phutthiwat.wa@ssru.ac.th (Corresponding author)

Regardless of the team dynamic, every member must have a firm sense of their role, the team's objective, and the confidence that everyone contributes. Without trust, team cohesion is impossible (K & Prakash, 2022). Therefore trust must exist between team members, between team members and their supervisors, and between the team and corporate leadership. Team cohesion is the degree and amount of interpersonal interaction among group members. This interpersonal link encourages participants to participate actively and remains motivated to achieve the established objectives. Cohesive teams have a sense of "we-ness" (Jain, 2020).

Consequently, this study aims to investigate the impact of team cohesion, leadership, trust, and openness to experience on performance in Thailand's sports manufacturing businesses.

Literature Review

Social Exchange Theory

According to researchers, social exchange theory is the overarching concept utilized in most management studies. In addition, Social exchange theory is not a unique theory. It is the integration of theories from different families. Therefore, the social exchange hypothesis shares specific characteristics. According to social exchange theory, all life events are viewed as transactions between various parties. By way of reciprocity, these parties exchange their respective resources. In this connection, one side is responsible for the actions of the other. This trading relationship is founded on the mutual trust of two parties (Cropanzano et al., 2017).

Team cohesion and performance

Team cohesion is the project manager's evaluation of the attractiveness of a team to its members and the strength of interpersonal links among team members. The greater a team's cohesion, the more effectively its members will meet their requirements. They will also expect more excellent uniformity from one another to meet team requirements (Fung, 2014).

Scholars have defined team cohesion as the degree to which team members work together to achieve organizational objectives. According to scholars, cohesion is a highly dynamic process that enables groups to remain unified and work cohesively to achieve the organization's objectives and aims. It is also essential to meet the requirements of the organization's members. Academics have defined team cohesion in terms of the team's context. At this stage, individuals in the organization produce combined output and are interdependent to achieve these objectives. Several previous studies have demonstrated that team cohesion is crucial to the organization's success and efficiency. This is especially evident inside the organization's teams (Kao, 2019).

Numerous studies have examined team cohesion in various situations and workplace settings. These researchers discovered that team cohesion had a positive correlation with team performance. The cohesiveness of a team is associated with both bad and positive outcomes. As a result of team cohesion, team members feel motivated. These team members demonstrate a significant commitment to the organization's objectives. Consequently, these team members exert considerable effort to fulfil organizational objectives and enhance performance (Chiniara & Bentein, 2018; Hussain, 2021).

Team cohesiveness influences every part of the company. However, this feature is crucial to the performance and effectiveness of the company. Strong integration among team members creates hygienic and motivational aspects that result in a favorable outcome for the team. The organization's team is operating exceptionally well and is highly effective. The

organization's personnel must work cohesively to make a dream a reality. The team members should collaborate and concentrate on achieving the objectives specified by the leaders (Black et al., 2019).

There is a need for collaboration in sports and sports-related sectors, and highly cohesive teams are required to improve performance. Past researchers have researched the effect of team cohesion on the organization's performance and discovered that if the team has a high level of cohesion, so will the company's performance. Typically, the highly cohesive groupings are more united. In addition, they are more cohesive in achieving the organization's objectives. If team members have a sense of cohesion, they will collaborate to fulfil the organization's objectives. They will assist each team member (Chiniara & Bentein, 2018). As previously stated, several historical studies have examined the organization's performance and team cohesion. According to scholars, the performance of organizations with cohesive teams is significantly higher than that of organizations with less cohesive teams. Xie, Wu, and Zeng (2016) reported the same results, stating that team cohesion strength can enhance an organization's performance. Therefore, these two factors are positively correlated.

Team cohesion can facilitate engagement and communication among team members. It tends to reduce the turnover rate and the proportion of experienced employees. If there is team cohesion, team members will be willing to exchange their work following their experience. This is because these team members respect one another and wish to advance team operations. As a result, there is improved coordination and trust among team members, leading to increased team member satisfaction. As a result, the rate of team member departures will decrease. Scholars have also noted that a team's cohesion results from individual members. It consists of their shared values and inner motivation. Consequently, the team's performance is enhanced (Lee & Ko, 2019).

Previous research has demonstrated that team cohesion significantly impacts team performance. In the scenario of a task-oriented and demanding environment, this is the case. It explains why cooperation in the sports sector is so vital (Charbonneau & Wood, 2018). Previous research on team cohesiveness demonstrates a favorable correlation between team cohesion, team member satisfaction, and team performance. The members of cohesive teams are content, and their performance is superior. There is substantial evidence that organizational effectiveness is favorably correlated with team cohesion. The cohesive team members are more motivated to improve their performance by exerting more significant effort (Abrantes, Mach, & Ferreira, 2022).

H1: Team cohesion is significantly related to the performance of companies.

Leadership; Relationship with Team cohesion and performance

Previous research has defined leadership as the capacity to encourage and influence others to enhance their performance. Leadership focuses on motivating individuals to increase the success of the organization. In other words, leadership is the art of motivating others to attain a common objective. To improve the organization's performance, the function of a competent leader is crucial. Effective organizational leaders have the propensity to establish a progressive organizational culture, focus on outcome and performance, and articulate the organization's mission and vision. The leaders play a crucial role; hence, they safeguard the organization's benefits by recognizing their employees' demands. In addition, they connect the demands of the employees with organizational resources to meet the organization's objectives and aims. Past research indicates that leadership is not the subordinate-supervisor connection but rather the collective effort of the team to defend the organization's

benefits. Thus, effective leadership is the key mechanism underlying subordinates' trustworthiness, strategic competency, and environmental awareness. The competence of the business's executives enables the organization to design plans strategically aligned with its objectives and aims (Sudhan & Nandhini, 2022; Zeb, Ahmad, & Saeed, 2018).

Cohesion is essential among the group members and the leadership. Scholars have described cohesion as the oneness of an organization's members to effectively fulfil organizational goals and satisfy employees' demands. Previous researchers have conceptualized team cohesion in terms of three distinct components: the functional, normative, and interpersonal components. Interpersonal cohesion reflects the affective relationship between group members, whereas the ties, loyalty, and pride of the group indicate normative cohesion. Ultimately, the functional cohesion of the organizational team members is represented in the goals and tasks through the team's commitment and coordinated behavior. Performers will foster team togetherness, inspiring the organization's leader to realize the organization's objectives. According to previous research, leaders who meet the unique demands of their employees are always able to foster employee cohesion (Tung, Lin, & Chang, 2019).

The term "team" refers to the collection of two or more individuals who share the same objective but have distinct tasks. They cherish their shared objectives. They share their knowledge and abilities. They work together more efficiently than they do as individuals. The objective of the organizational goals is to enhance the organization's performance. On the other hand, team cohesion improves the company's performance because, as the team's efficacy increases, they can enhance innovation, ideas, and knowledge inside the team (Benishek & Lazzara, 2019).

Motivational and social dynamics among the team members are crucial components of team cohesion. As a result, the team's performance is favourably affected. It is more likely that the organization's leaders will embrace any strategy to attain its objectives. To enhance the company's performance, they will also guide the team members based on the priority of the work. As a result of the leader's preference, team members also prioritize tasks to be completed to accomplish the organization's goals. Additionally, it may boost the dedication of organizational employees to their tasks (Riisla et al., 2021).

The cohesion of the task is the employees' motivation to achieve the group's goals. To achieve the organizational goals, the team members must demonstrate collective commitment, and cohesion must also be shown at the social level. Due to the conduct of the organization's leaders, group-level performance is required (Lee & Ko, 2019). The group's leaders' treatment may alter the personnel's relationships. Consequently, the group's cohesiveness may also be damaged (Albert, 2019). At the group level, highly effective leadership is required for team cohesion.

H2: Leadership is significantly related to Team cohesion in companies.

H3: Team cohesion mediates the relationship between leadership and performance.

Trust; Relationship with Team cohesion and performance

Trust is often cited as the mechanism that is included to preserve and build a social structure. Additionally, it demonstrates the effectiveness and efficiency of the organization. A lack of trust can result in dysfunctional outcomes for an organization. On the other hand, the employees' lack of commitment, low motivation, and cynicism will cause them to want to leave their jobs. The HR department also views trust as one of the most dependable sources for attracting people. Scholars have defined trust as the vulnerability of a group or an individual to act according to the leaders' expectations to increase organizational performance (Verburg et al., 2018).

Because of employee trust makes relationships between groups,

cross-groups, inter-groups, and the individual level more successful. Consequently, the performance of the group whose members trust one another is significantly higher than those whose members do not. Therefore, employees that have mutual trust must cooperate. To achieve the organization's objectives. Thus, scholars have identified trust as one of the sociological concepts with several meanings. It illustrates the characteristics of groups, individuals, and social actors (Botwe, Kenneth, & Masih, 2016).

The trust between employees of the organization accelerates the team's cohesiveness. According to previous research, there is a substantial correlation between the cohesion of the team members and the cohesion of the team members. Trust among employees is primarily influenced by elements related to various organizational factors. In a dangerous circumstances, employee trust also plays a crucial role. The personnel with mutual trust are willing to assume the risk for one another. Therefore, trust in the team indicates the extent to which employees anticipate that other group members will meet their expectations. Trust is often formed of three things. Specifically, integrity, generosity, and skill. The ability component indicates the employee's opinion that they can rely on the other person's system, connections, knowledge, and abilities. The perception of the individual is the foundation of trust. However, it is also directed towards organizations, teams, groups, and individuals (Paul, Drake, & Liang, 2016).

Considerable previous research has referred to cohesiveness as the same concept. However, with closer inspection, it becomes clear that these terms are distinct. According to scholars, cohesiveness is an intergroup phenomenon where one can trust another individual, object, event, location, or person. It may also be among the organizations. Moreover, the team level is the foundation of cohesion, whereas trust is measured based on individual interactions. Researchers have also noted that trust is one of the fundamental precursors of certain behaviors, such as cohesiveness. Low team cohesion is correlated with a lack of trust among team members.

On the other hand, trust among employees favours the performance of the team and the organization. Scholars have also hypothesized that employee trust influences team performance and cohesion (Zheng & Wang, 2021). Furthermore, trust is viewed as a good state demonstrating an individual's favorable influence on others. Therefore, trust at every level of an organization tends to influence the organization's performance (Abrantes et al., 2022). Concerned with the integration of social exchange theory is how the relationships between people determine the behavior of others. As a result, cohesion mediates the relationship between employee trust and team performance.

H4: Trust is significantly related to Team cohesion in companies.

H5: Team cohesion mediates the relationship between trust and performance.

Openness to experience; Relationship with Team cohesion and performance

Openness to experience is the capacity of an individual to be creative and adaptable concerning their activities and work. According to research conducted in the past, openness to experience is not an appropriate attribute for predicting employee performance. The ability to investigate aesthetics and the senses indicates a person's openness. Openness to experience reveals the range and depth of a person's consciousness. In addition, it demonstrates intellectual creativity, curiosity, and compassion. Employees with a high level of openness are likelier to be physically attractive (Presbitero, 2018).

Researchers note that those who are receptive to new experiences are more imaginative, creative, and curious. These individuals have various perceptions of the world and view society and the world in different ways. Less receptive individuals must contend

with latent habitation. Being helpful, intelligent, open-minded, eager, aggressive, and adventurous are prerequisites for experiencing openness to experience. Additionally, such individuals are willing to try new things, are prone to creativity, and are more creative. Such employees are more experimental. Conversely, individuals with little openness to experience are conservative, earthy, and traditional (Silvia & Christensen, 2020).

According to a previous study, there is a favorable association between team cohesion and openness to experience. These workers can contribute more efficiently to the research and development division (Zhong, Luo, & Han, 2015). Researchers have discovered a positive correlation between strong cohesion and personality openness (Larsen et al., 2020). The study's findings suggest sharing one's experiences openly promotes team cohesion. The association between these two elements has proven to be stronger than anticipated. Both group cohesion and openness to experience have the same reference point, as both are measured in terms of groups. The research by Deckers, Altmann, and Roth (2018) indicated that teams and employees receptive to

new experiences are also highly cohesive (Deckers et al., 2018). Past research indicates a correlation between the performance of the organization and the employee's attitude towards the experience. Openness is the skill required for acquisition. It tends to affect the overall level of proficiency. The performance of the personnel who are receptive to new experiences was exemplary. As these folks are receptive to new concepts and techniques, they will develop them. Additionally, they can integrate new ideas. Different facets of openness, including intuition, risk-taking, spontaneity, and creativity, are crucial characteristics for enhancing organizational performance (Araujo-Cabrera, Suarez-Acosta, & Aguiar-Quintana, 2017).

H6: Openness to experience is significantly related to Team cohesion in companies.

H7: Team cohesion mediates the relationship between openness to experience and performance.

The following Framework is developed from the above-reviewed literature:

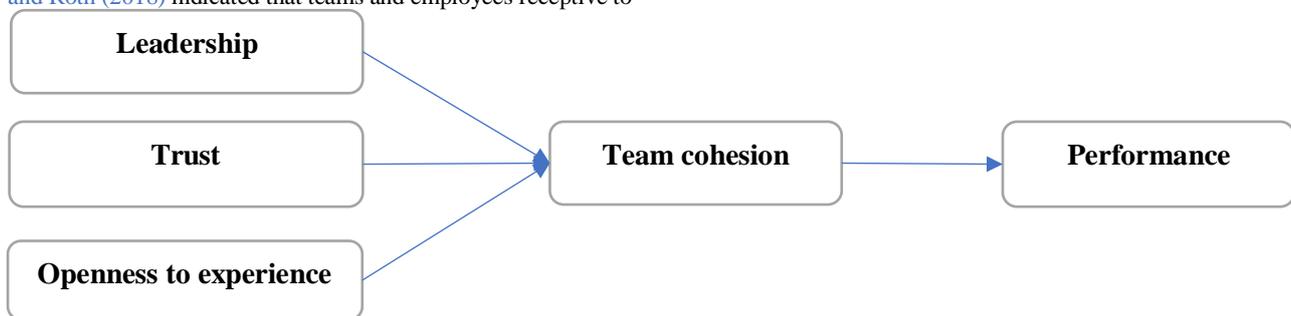


Figure 1. Theoretical Framework

Methodology

After conducting a comprehensive literature analysis, the present study identified potential variables. According to this review, there are three independent variables, one mediating variable and one dependent variable. The study's independent variables are leadership, trust, and receptivity to experience. While team cohesion is the mediating variable and performance is the dependent variable, performance is the dependent variable.

The methodology section describes how the research is conducted correctly. In this section, all applicable quantitative and qualitative research methods are utilized. The employees of firms that manufacture sports equipment are the unit of analysis. The respondents of this study were, thus, the employees of these firms. The information was gathered via surveys. The questions were designed with the Likert 5 scale in mind. According to this scale, 1 represents the researcher's strong disagreement, 3 represents the respondent's neutral attitude, and 5 represents the respondent's strong agreement. Using the Likert scale, respondents selected responses that reflected their stance toward the proposition. The survey utilized a method of sampling by convenience.

The questionnaire items were derived from previous research. The six items of openness to experience were adapted from Saef

et al. (2019), the four items of team cohesion were adapted from Sánchez et al. (2018), the four items of trust were adapted from Bissola, Imperatori, and Colonel (2014), and the seven items of leadership were adapted from Keller (2006). And performance elements were borrowed from Ferine, Aditia, and Rahmadana (2021).

For the collection of data, a survey method was utilized. The questionnaire was issued to employees of Thai firms that manufacture sports equipment. There were 384 participants in the study to whom questionnaires were distributed. There were 312 returned questionnaires, of which 291 were useable. Thus, the study's usable response rate was 75.78 percent.

Results and Analysis

The data collected from respondents was evaluated using Smart PLS 3.3.2 and SPSS 25. This study utilized PLS due to the program's capacity to interpret the relationship between all variables while accounting for measurement and structural model errors. In addition, the present study is explanatory; therefore, PLS is the optimal software for this study. The adoption of PLS conforms to the recommendations of The measurement model, and the structural model of the study must be addressed separately following these guidelines.

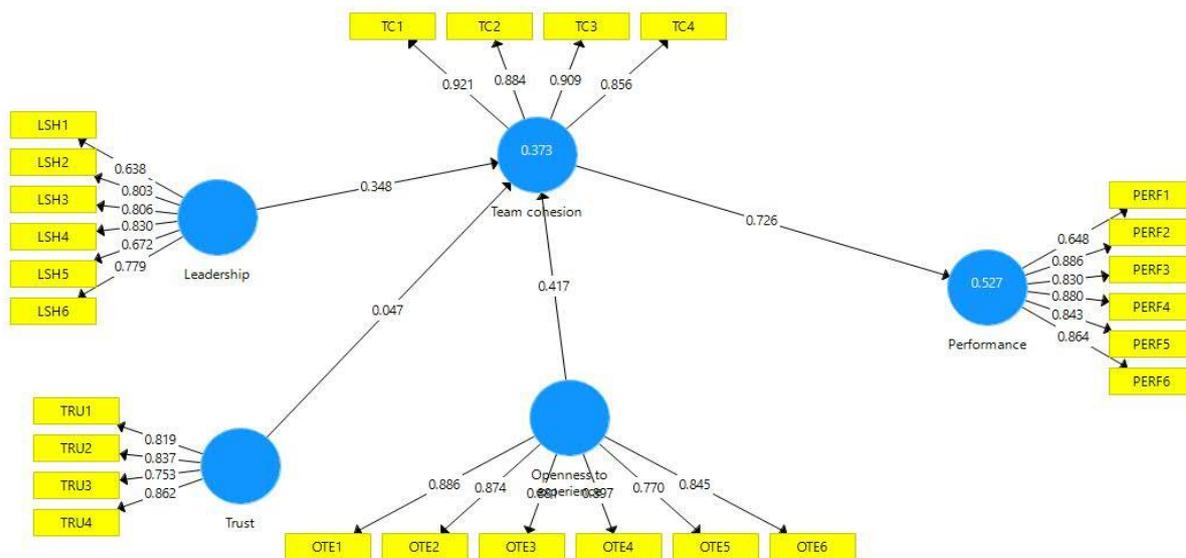


Figure 2. Measurement Model

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

In contrast, SEM is utilized for the analysis of the current study. SEM is a multivariate data analysis technique used as an analysis method. This method is predominantly employed in the social sciences. There are numerous SEM-related approaches. Among these methods, PLS emphasizes variance the most. In general, PLS is the method for which normal data distribution is not required. Based on multiple conditions, PLS selects the optimal data option. PLS, on the other hand, is a tool based on predictions with a variance concentration. The fundamental premise is non-parametric. PLS is generally regarded as a highly reliable method, whether the sample size is very large or very small. As the sample size increases, the estimated parameters do not change. PLS provides the best accuracy and predictions, as it can deal with highly complex models. The PLS Usefulness is highly effective in cases with limited theoretical application. When it cannot be guaranteed that there is no correct model specification, PLS is superior to other tools. In the context of data distribution, there are very few PLS-related assumptions. Both reflective and formative models permit it. Before performing an analysis using PLS, the data were evaluated using SPSS 25.0. The data's normality, missing values, and correlation were assessed at this stage. After resolving these issues, the data were entered into intelligent PLS for analysis.

Table 1

Factor Loading

	LOY	LSH	OTE	TC	Trust
LSH1		0.638			
LSH2		0.803			
LSH3		0.806			
LSH4		0.830			
LSH5		0.672			
LSH6		0.779			
OTE1			0.886		
OTE2			0.874		
OTE3			0.881		
OTE4			0.897		
OTE5			0.770		
OTE6			0.845		
PERF1	0.648				
PERF2	0.886				

Table 2

PERF3	0.830		
PERF4	0.880		
PERF5	0.843		
PERF6	0.864		
TC1		0.921	
TC2		0.884	
TC3		0.909	
TC4		0.856	
TRU1			0.819
TRU2			0.837
TRU3			0.753
TRU4			0.862

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

The measurement model is the initial step of PLS. An essential aspect of the measurement model is the analysis of dependability. The evaluation of factor loading is the initial step in the reliability analysis. Table 1 displays the factor loadings of the current investigation. The factors with loading greater than 0.60 are regarded as dependable (Hair et al., 2017). Table 1's factor loading values indicate that items with a weight greater than 0.60 are kept. At the same time, the less valuable items are discarded. In addition, the Internal consistency method is utilized to evaluate the validity of the data. For this aim, Composite dependability and Cronbach Alpha values are used. According to previous analytic investigations, 0.70 is the minimum acceptable value for CR and Cronbach Alpha. As seen in Table 2, each Cronbach Alpha and CR value is more significant than 0.70. In addition, the importance of AVE is evaluated at the reliability stage. This is known as the evaluation of convergent validity, for which AVE values must be more than 0.50. This concurrent validity evaluation examines each construct's average variance extracted (AVE) value. On each component, internal consistency reliability checks are conducted. According to the AVE values in Table 2, every value is more significant than 0.50. Each construct in the final model has an AVE greater than 0.5. Therefore, the suggested structural equation model meets the criterion for convergent validity.

Validity and reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
LOY	0.907	0.929	0.688
LSH	0.857	0.889	0.575
OTE	0.929	0.944	0.740
TC	0.915	0.940	0.798
Trust	0.840	0.890	0.670

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

Next in the measurement model is the discriminant validity stage. For this purpose, the HTMT and Fornell and Larcker (1981) approaches were utilized. According to Fornell and Larcker (1981), the approach square root of the AVE for the diagonal latent variable must be greater than the remaining variables. According to Fornell and Larcker, the discriminant validity is met, as shown in Table 3.

Table 3

Fornell & Larcker

	LOY	LSH	OTE	TC	Trust
LOY	0.829				
LSH	0.634	0.758			
OTE	0.301	0.195	0.860		
TC	0.726	0.446	0.494	0.893	
Trust	0.397	0.349	0.192	0.249	0.819

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

In addition, the HTMT method satisfied the discriminant validity and required that the values of the correlation matrix be less than 0.90. According to the values listed in Table 4 for the HTMT correlation matrix, this study also meets this criterion.

Table 4

HTMT

	LOY	LSH	OTE	TC	Trust
LOY					
LSH	0.721				
OTE	0.321	0.200			
TC	0.789	0.448	0.527		
Trust	0.435	0.400	0.205	0.267	

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

The present study assessed the R square values in the last phase of creating the measurement model. It illustrates the influence of predictor variables on outcome variables. In this study, the value of the R square demonstrates the influence of three independent variables on mediating and dependent variables. The independent factors influence the mediating variable by 37.3%, whereas the performance (dependent variable) is affected by 52.7%, according to the R square values in Table 5.

Table 5

R Square

	R Square
PERF	0.527
TC	0.373

Note: TC= team cohesion, PERF= Performance

After successfully establishing the measurement model, this study evaluated the value of the structural model used to examine the study's structural model. At this stage, the study's proposed hypothesis is examined. For this purpose, a resampling of 5000 samples is conducted using the bootstrapping method. Table 6 of the study depicts the study's direct results. The values in Table 6 indicate that trust does not affect team cohesion. At the same time, the remaining study relationships are statistically supported.

Table 6

Direct results

	Beta	SD	T Value	P Values
LSH -> TC	0.348	0.079	4.401	0.000
OTE -> TC	0.417	0.086	4.857	0.000
TC -> PERF	0.726	0.060	12.003	0.000
Trust -> TC	0.047	0.063	0.744	0.229

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

After the structural model, the indirect outcomes are investigated. Table 7 of the study presented the structural model's results. This table team believes that cohesion does not serve as a mediator between trust and performance. On the contrary, all indirect outcomes are supported.

Table 7

Mediation results

	Beta	SD	T value	P Values
LSH -> TC -> PERF	0.253	0.068	3.742	0.000
Trust -> TC -> PERF	0.034	0.047	0.731	0.232
OTE -> TC -> PERF	0.303	0.057	5.339	0.000

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust.

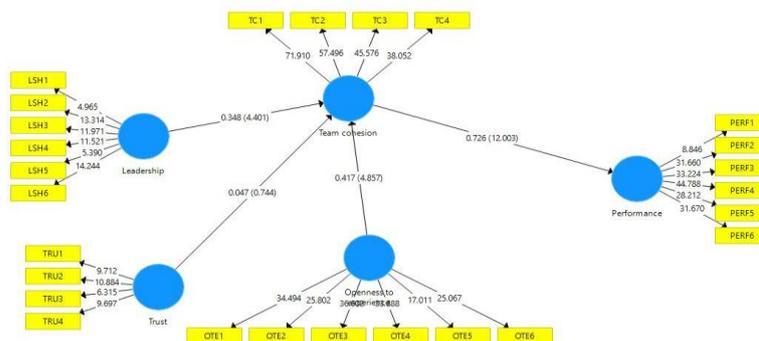


Figure 3. Structural Model

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

After the analysis, the predictive value of the data was examined. Predictive relevance, also known as Q square, is established when outcome variable values are non-zero. To achieve this objective, blindfolding is utilized. As shown in Table 8 and Figure 4, the predictive value of the present study has also been established.

Table 8

Q square

	Q ²
LOY	0.356
TC	0.283

Note: TC= team cohesion, PERF= Performance

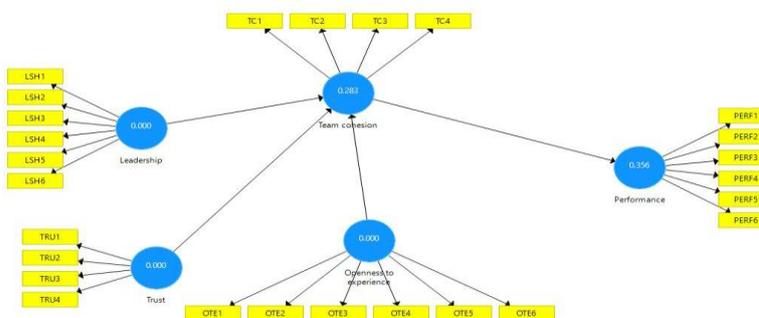


Figure 4: Blindfolding

Note: LSH= Leadership, TC= team cohesion, PERF= Performance, OTE= openness to experience, TRU= trust

Discussion and Conclusion

Regularly assessing the performance of the organization is required of all organizations. Thus, firms can regulate their actions to enhance their performance. Thailand's organizations that manufacture sporting items are in a comparable position. This study examined the impact of leadership, trust, and experience openness on team cohesion and performance. For this reason, data was collected from employees of Thai enterprises that manufacture sports equipment. According to the study's findings, leadership is critical in fostering team cohesion among organizational members.

Consequently, organizational performance is also enhanced. These findings are consistent with those of Benishkek and Lazzara (2019). On the other side, the data indicate that openness also favorably affects team cohesion. These individuals are constantly risk-taking and inventive as well. As a result, they engage in new practices. These results are consistent with previous studies (Larsen et al., 2020).

Even though the study's findings do not support the claim that trust influences team cohesion, The same holds concerning the mediation of team cohesion between trust

and performance. According to the findings, team cohesion does not mediate between confidence and performance. However, the results of this study support the role of team cohesion as a mediator between leadership, openness to experience, and performance.

There are also some limitations to this study. Additionally, the present model should be tested in other industries, such as the service industry. However, trust can also serve as a moderator in the present study. While the model of the present study should also be tested in studies conducted in the United Arab Emirates and other Arab nations, In terms of theoretical contribution, this study addresses the absence of research evaluating the performance of organizations in the sports manufacturing industry. In addition, the present study's findings are useful for policymakers in the sports manufacturing industry and academics for future research.

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