International Journal of Emerging Multidisciplinary Research And Innovation (IJEMRI)

Gratitude Practices at Workplace and Their Impact on Team Performance

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ABSTRACT

The expression of gratitude in the workplace has become a significant positive organization strategy that correlates with the implication of the work relationship, as well as organizational efficiency. This study sheds light on the effect of workplace gratitude or thanking practices on team performance with the mediation of WPGE, WPRP, PSC, and TC. This study uses awakenings from the theories of Positive Psychology Theory, Broaden-and-Build Theory and Social Exchange Theory to highlight how gratitude promotes positive workplace behaviors and pro-social relationships. To help answer the quasi-experimental research question, a quantitative research design was employed, and a structured questionnaire on a 5-point Likert scale was used to collect most of the primary data from the employees. Partial Least Square Structural Equation Modeling (PLS-SEM) analysis was used using the software of SmartPLS to analyze the proposed research model. The results indicate that the effect of Workplace Gratitude Expression and Psychological Gratitude Climate on Team Collaboration and Team Performance are significant and positive. Team Collaboration is significantly improved by Workplace Recognition Practices, yet no direct significant effect on the Team Performance. Furthermore, it is noteworthy that Team Collaboration is a significant pathway between Workplace Gratitude practices and Team Performance, thereby reinforcing the impact of Workplace Gratitude practices on Team Performance. A good level of reliability, validity and prediction was obtained through the measurement models and structural models. This study is also grounded in previous research as it uses several constructs related to gratitude and focuses the research on the outcome of the team, not the individual. The results offer insights for managers and HR professionals to seek ways to create a positive culture in their workplaces by building rapport and increasing collaboration among staff to enhance team effectiveness.

Keywords: *Workplace Gratitude Expression, Workplace Recognition Practices, Psychological Gratitude Climate, Team Collaboration, Team Performance.*

DOI: https://doi.org/10.65180/ijemri.2026.2.4.05

Introduction

Organizations now exist and operate in the highly competitive and rapidly changing environment that requires groups to work together, collaborate, be innovative, and be adaptable in order to be successful. Teams with high-performance levels improve the coordination, effective utilization of various abilities, minimize errors, and increase the effectiveness of the team (Buljac-Samardzic, Doekhie & van Wijngaarden, 2020). Meanwhile, employees' engagement and well-being are emerging issues, as their stress, burnout, and poor work experiences can influence their performance and retention (Sarkar, Garg, Srivastava, & Punia, 2024). So, in the meantime, practitioners are becoming more likely to implement positive human resource procedures that can enhance relationships with employees and ensure team effectiveness.

Positive organizational behaviour recognizes the importance of positive emotions, relationships and behaviours to ensure healthy, productive workplaces. There are tons of research that show that appreciation, affirmation and respect lead to positive team climate to stimulate team work engagement and task performance, especially in team-based organizations (Imran, Ghazwan, & Firmansyah, 2025). With this background, the practice of showing gratitude in the workplace has become the focus of interest with respect to enhancing trust, cooperation, relationships between individuals and employee well-being, which are achievable through a low-cost methodology (Sarkar et al., 2024). The definition of gratitude includes not only acknowledging advantages that have been given to them but also reacting to these advantages with positive and prosocial actions (Chen, Guo, Song, & Lyu, 2022).

Gratitude can be felt by one worker, shared between two workers, or can be fostered as a team or organisation phenomenon (Li, Dong, Wu, Brown & Sun, 2022). Appreciation of colleagues, recognition of employees' contributions, writing gratitude letters or diaries, team appreciation activities, recognition initiatives and digital appreciation tools can all help to foster it. Earlier, research equated digital expressions of gratitude to higher collaboration trust among colleagues'/team members (Yamamoto et al., 2022). Likewise, gratitude exercises have been linked to positive aspects related to the workplace, including satisfaction and engagement among employees (Sarkar et al., 2024).

Gratitude can shape interpersonal dynamics, fostering cooperation, collaboration, and communication among staff members. Positive responses to problematic situations, organizational citizenship behaviour and creativity have been correlated with workplace gratitude (Ni et al., 2022). Team performance is not only a result of individuals' performance, but is also dependent on interaction among individuals, which involves coordination, communication, sharing of information, solving problems and mutual support, so positive relationships at the workplace can influence the performance of the team (Buljac-Samardzic et al., 2020). There are also relationship related practices like appreciation, supportive behaviour and empowerment that are linked to the effectiveness of the team and interpersonal functioning (O'Donovan et al., 2021).

While most research investigated individual-level outcomes like well-being, job satisfaction, engagement, and prosaically behaviour, the study of team-level outcomes like team collaboration and team performance, has received relatively less attention compared to individual-level outcomes (Sawyer et al., 2022). Additionally, there were also some studies exploring collective gratitude; some studies exploring of a direct link between structured gratitude practices and team outcomes; and focused experience of gratitude, climates of gratitude. The effect of Psychological Gratitude Climate on the promotion of team collaboration is still relatively under-studied.

Based on this, the current study focuses on three constructs relating to thanking at work and their impact on the dependent variables (team collaboration, TP, and, psychological workplace climate of gratitude, PGC): Workplace Gratitude Expression (WPGE), Workplace Recognition

Practices (WPRP), and Psychological Gratitude Climate (PGC). The team collaboration vs team performance relationship is also studied. The study seeks to develop a comprehensive grasp of how workplace gratitude can foster teamwork and enhance team effectiveness, by combining these constructs.

Theoretical Background

Positive psychology has a positive emphasis on strengths, positive emotions and flourishing, not on deficits. Positive emotion (such as feelings of gratitude) has been shown to relate with creativity, work engagement, teamwork, collaboration, health and performance in organizations (Diener, E., Thapa, S., & Tay, L. 2020).

In a larger constellation of positive emotions, gratitude is an independent positive emotion that is associated with better satisfaction with supervisors/colleagues and less emotional exhaustion, thus engaging this emotion in a more positive emotion structure that leads to fulfilling experiences at work (Locklear, L. R., Sheridan, S., & Kong, D. T. 2023).

This theory emphasizes that, consistent with the literature reviewed, cultivating gratitude-based positive emotions in teams can make them more engaged, cooperative, mutually caring, and supportive, all of which are antecedents of high team performance, in relationship to the questions formulated during this study (i.e., Do gratitude practices improve team performance?; How does gratitude influence trust, cohesion, collaboration?; (Peñalver, J., Salanova, M., Martínez, I. M. & Schaufeli, W. B. 2019).

Positive emotions expand thought–action repertoires and create resilient psychological and social resources, according to the Broaden and Build theory (Veenhoven, R. 2019). Empirical evidence demonstrated that positive affect in groups enhances the cohesiveness and coordination, teamwork, and supportive climate, and these mediate the relationship between group positive affect and group performance/creativity.

Gratitude, one way of being positive, has been associated with building resources and social relations, which is consistent with the overall logic of the broaden-and-build hypothesis (Locklear, L. R., Sheridan, S., & Kong, D. T., 2015). (2023). Collective positive affect (team feelings for RQ2) may be increased through teams engaging in gratitude practices that consist of recognition and/or appreciation rituals (social resources: trust, cohesion, supportive climate), which lead to increased team performance. (Mechanism for RQ2) (Peñalver, J., Salanova, M., Martínez, I. M., & Schaufeli, W. B. 2019).

According to a theory called broaden-and-Build theory, positive emotions expand thought–action repertoires and foster enduring psychological and social resources (Roth, L. H. O., Bencker, C., Lorenz, J., & Laireiter, A. R. 2024). Empirical research indicates that group positive affect directly influences group cohesion, coordination and teamwork which fully mediate between group positive affect and group performance and creativity, and group positive affect also positively affects group climate.

Gratitude is one of the specific positive emotions that have been related to building of resources and social connections, in keeping with the broaden-and-build theory. Gratitude practices (recognition, appreciation rituals) can raise positive team affect and support cooperation and the development of social resources (trust, cohesion, supportive climate) that can account for the better performance of the team (mechanism for RQ2) (Peñalver, J., Salanova, M., Martínez, I., & Schaufeli, W. 2019).

According to the concept of S.T.E.P (SET), the relationship between the actors in the work world is defined as reciprocal exchange of resources in which good acts lead to obligations to do something similar in return (Ahmad et al., 2015; Nawaz et al., 2016; Ishaq et al., 2016; Khan et al., 2017; Ashraf et al., 2016. 2023). Transformational leadership has been emphasised as an important mediator of performance and citizenship behaviour in the light of the systematic review that trust, organizational commitment, perceived support and leader–member exchange are essential factors that mediate.

At work, gratitude utterances are positive psychological transactions that indicate goodwill, which build over time into "transactional chains" of giving and receiving help and commitment back and forth (Gagné, M., Parker, S. K., Griffin, M. A., Dunlop, P. D., Knight, C., Klonek, F. E., & Parent-Rocheleau, X. 2022). Likewise, when the employees are appreciated, they return by contributing (more directly towards the RQ1 and RQ2) and helping, which subsequently is advantageous for the overall functioning and performance of the team.

Research GAP

The importance of individual outcomes, such as well-being, commitment, helping, and knowledge-sharing, is still predominant even in most recent studies (Zhao, T., Li, H., Zheng, L., & Zhang, Y. 2023). Integrative reviews even indicate that at the team/collective level, little research on gratitude has been conducted, and there is a specific call for research on “collective gratitude, gratitude norms, and grateful tone” in teams (Locklear, L. R., Sheridan, S., & Kong, D. T. 2023).

Gap: Leverage of empirical research that connects team goal achievement and/or productivity to gratitude practices is minimal, particularly in regard to real work teams.

This workshop's second part explores how gratitude and actions of gratitude can become part of a culture of team performance.

Numerous studies demonstrate that gratitude increases helping behavior, OCBs and creativity, and sometimes can increase crisis performance, but typically focuses on individual mediators (positive affect, prosocial motivation, LMX/CWX, self-efficacy) (Zhao, T., Li, H., Zheng, L., & Zhang, Y. 2022). Very few models explicitly integrate mechanisms of teams, such as team trust, psychological safety, knowledge sharing climate and cohesion.

Gap: Not many integrated, multilevel models that map the whole path from gratitude to team processes (trust, knowledge sharing, team cohesion) to team performance.

The emotion of gratitude is often studied as a dispositional or episodic emotion (Youssef-Morgan, C. M., van Zyl, L. E., & Ahrens, B. L. 2022). The practices created are, albeit, in a structured manner but are isolated, such as with the ‘Thanks App' that monitors inter-team thanks and trust, invented by Yamamoto, J. I., Fukui, T., Nishii, K., Kato, I., & Pham, Q. T. 2022), Interventions for the assessment and evaluation of workplace gratitude scales, and general gratitude interventions in workplace and healthcare settings (Calleja, P., Knight-Davidson, P., McVicar, A., Laker, C., Yu, S., & Roszak-Burton, L. 2024).

Gap: There is limited evidence comparing the effects of formal recognition programs, leader-designed appreciation routines, and peer-to-peer “digital” systems with spontaneous appreciation.

Much of the recent gratitude work is based on self-reported well-being and/or

perceptions of performance, creativity, or OCBs (Gable, R. L., & Aggerstrand, S. M. & Ni, D., Song, L. J., Zheng, X, Zhu, J, Zhang, M & Xu, L. 2022). Some team studies focus on the outcome of the innovation (leader trait of gratitude → team innovation); the objective or multi-source team performance measures are not as common (Li, C., Dong, Y., Wu, C. H., Brown, M. E., & Sun, L. Y. 2022).

Gap: There is a need to integrate measures for team effectiveness, innovation/quality indicators, and potentially physiological measures/behavioural measures with gratitude interventions.

Others are newer studies conducted in non-Western/emerging contexts (China: leader trait gratitude and China: leader trait gratitude and innovation (2); workplace gratitude and creativity (Chen, L., Guo, Y., Song, L. J., & Lyu, B. 2022); managerial coaching & gratitude in China (Li, Q., She, Z., & Gu, J. 2022); and H.R. – this is a trans disciplinary topic comprising corporate social responsibility and Customer Service and Retention (CSR –gratitude) as well as Human resource management (HR). 2022; Peru: gratitude toward organization (Muguerza-Florián, E., García-Salirrosas, E. E., Villar-Guevara, M., & Fernández-Mallma, I. 2025). But most of these are geared towards individual results and targeted certain areas.

Although there have been calls to place gratitude in its cultural context due to the numerous workplace challenges (Locklear, L. R., Sheridan, S., & Kong, D. T., 2013), very little research has examined the team level gratitude practices and performance in cultures such as India.

First signs indicate that electronic gratitude sites can increase interpersonal trust between colleagues and between teams, and prove themselves as a tool for team management (Yamamoto, J. I., Fukui, T., Nishii, K., Kato, I., & Pham, Q. T. 2022). While reviews of the virtual/hybrid team well-being concepts emphasize relational resources, they do not specifically discuss the concept of gratitude (Coulston, C., Shergill, S., Twumasi, R., & Duncan, M. 2025). Gratitude applications for people are currently being developed and piloted but are not clearly linked to improvements in team output (Bhattacharjee, A., Gong, Z., Wang, B., Luckcock, T. J., Watson, E., Abellan, E. A., ... & Williams, J. J. 2024).

Gap: Little research about the effects of virtual/hybrid team cohesion, coordination and performance by digitally expressing gratitude via apps, messaging, platforms.

Most studies of gratitude are conducted in a cross-sectional or short diary design (Sawyer, K. B., Thoroughgood, C. N., Stillwell, E. E., Duffy, M. K., Scott, K. L., & Adair, E. A. 2022). There are some multi-wave or phased designs (e.g., leader trait gratitude → team innovation over four phases (Li, C., Dong, Y., Wu, C., Brown, M., & Sun, L. Three-wave dispositional gratitude study, Zhao, T., Li, H., Zheng, L., Zhang, Y., 2021); Three—wave motivation study (Sang, X., Zhao, S., & Song, J.; 2020). Between Roles and Rhythm, however, change is not generally recorded at the long-term, cultural level (Jeffereys, 2023).

Gap: longitudinal, multi-wave or intervention studies that assess the influence of the sustained adoption of building a culture of gratitude (over months/years), on team effectiveness, innovation, and resilience (Calleja, P., Knight-Davidson, P., McVicar, A., Laker, C., Yu, S., & Roszak-Burton, L. 2024).

Review Of Literature

Workplace Gratitude Expression → Team Collaboration (H1)

A recent stream of literature has consistently been concerned with how expressing gratitude can lead to an increase in social bonds and cooperative behaviour. I'm just thankful for whatever they can provide at work, and this acts as a way for them to get to know each other better, giving them trust, respect, and confidence, while also providing them with mutual support (Chen, L., Guo, Y., Song, L. J., & Lyu, B. 2022). Positive practices within a team (appreciation, affirmation and respect) have a positive social climate and members "believe the best in one another" and look to prosocial interaction to motivate one another's efforts (Geue, P. E. 2018). Collective workplace gratitude (averaged from the perspective of the participants in a company) is positively correlated with work engagement, even when controlling for individual differences (Komase Y., Akiyama H., Kawakami N., 2022). In fact, engagement is closely related to team-related collaboration behaviors such as helping, coordinating, and joint effort. Gratitude also neutralizes negative emotions (envy, resentment), and promotes interpersonal trust and psychological "safe" factors, which leads to open communication, knowledge sharing, etc. (Chen, L., Guo, Y., Song, L., & Lyu, B. 2020).

Novelty for H1: Existing studies are largely concerned with the impact of gratitude on individual OCBs, creativity and engagement, but pay only limited attention to specific, multi-dimensional measures of team collaboration (e.g., coordination, joint problem solving etc.). This builds on the literature, as it tests H1 at the team level when working in an intact work team and in which collaboration serves as the formal mediator. The expression of gratitude has a psychological effect that will deepen the bond and trust with the team member, leading to better teamwork.

Workplace Recognition Practices → Team Collaboration (H2)

Respect/recognition is an inherent motivational resource that allows their recognition as valued workers, resulting in enhancement in their engagement and prosocial effort. Scalable data (25,285 employees) demonstrates that recognition has a positive impact on engagement, and is cited as one of the top "intrinsic motivators" that will help to raise morale and productivity by employees. 2025). Furthermore, HR research shows that perceived organizational support and fairness is a factor that is linked to the knowledge sharing and cooperative behaviours of employees (Cugueró-Escofet, N., Ficapal-Cusí, P. & Torrent-Sellens, J. 2019).Rewards through recognition (praise, credit for performance, and constructive feedback) increase employees' motivation for "working more as a team in order to gain rewards", and enhances the working atmosphere (Hussain, S., Khaliq, A., Nisar, Q., Kamboh, A., & Ali, S. 2019). Such practices "normalise the norms of mutual help and information sharing within the group, thereby consolidating group cohesion and collaborative group functioning.

For H2: Recognitions has been strongly correlated with individual engagement and performance (Jo, H., & Shin, D.). This function as a team level collaborative process in "gratitude based" programs (peer recognition systems or networks) has been little explored but is underway in 2025. Because positioning is singled-out as a specific gratitude practice and the impact of the practice is focused on team collaboration instead of just on individual results, there is novelty added in this to the considering team membership that goes with the idea of inserting a new practice.

Psychological Gratitude Climate → Team Collaboration (H3)

Another definition of gratitude is as a climate of sharedness. Within-group agreement is estimated using individual gratitude and is then aggregated to the organizational level (known as organizational-level (collective) gratitude) and found to be positively related to work engagement at the

organizational level (N = 72; Komase, Y., Akiyama, H., & Kawakami, N. 2022). This implies that gratitude acts as a resource that creates the climate in which staff relate, engage and collaborate. In theoretical models of work-related gratitude, there are three contextual forms (episodic, persistent (trait-like) and collective/organizational gratitude), each of which reinforces the others. In turn, collective gratitude is expected to lead to team collaboration's associated interaction patterns: more helping provides continuity and support; forgiveness following errors allows them to alleviate cognitive dissonance; constructive responses are expected to foster team collaboration. Empirical studies on team error management climate (EMC) indicate that supportive team climate fosters gratitude in the workplace, and ultimately flourishes OCBs and creativity (Chen, L., Guo, Y., Song, L., & Lyu, B. 2020).

Innovation for H3: Collective gratitude is shown to predict engagement (Komase, Y., Akiyama, H., & Kawakami, N. 2022) and team climate can promote gratitude (Chen, L., Guo, Y., Song, L., & Lyu, B. Very few focus on gratitude as a predictor of team collaboration processes (trust, psychological safety, coordination) as would be done in 2020). Gratitude climate is an organizational or team-level predictor of collaboration which fills this gap.

Synthesis: Teams have supportive and cooperative interaction patterns when in a strong gratitude climate.

Workplace Gratitude Expression → Team Performance (H4)

Expressing gratitude is correlated with positive morale, energy and engagement – all factors that contribute to performance behaviours. Some positive practices based on recognition and respect in teams boost task performance, thereby fostering positive social climates and team engagement (Geue, P. 2018). It has been demonstrated that these-OCBs and creativity can be stimulated by gratitude, which in turn helps the construction's effectiveness and problem-solving ability in teams (Chen, L., Guo, Y., Song, L., & Lyu, B. 2020).Gratitude also functions through resource building processes—through making employees more aware of social and/or organizational resources, they are more likely to call upon job resources and engage in behaviors that support their job performance. Studies on gratitude and positive practices in the field and with interventions suggest that cultivating gratitude can result in "upspiral" gains in wellbeing and functioning which in turn boost performance outcomes (Guzzo, R. F., Wang, X., & Abbott, J. 2022).A lot of research has been conducted about the relation between gratitude and subjective wellbeing, novelty for H4 being the relation between gratitude and Individual OCBs, creativity and happiness. (Garg, N., Mahipalan, M., Poulose, S., Burgess, J.). There are smaller groups that relate positive practices with team task performance (Geue, P. 2018 and 2022). Because your work focuses specifically on gratitude expressions given to others in work teams and directly to the measures of team performance (not only OCBs) you add precision and extend the conclusions of previous studies.

Synthesis: Gratitude expression boosts your team's energy and pro-social efforts, leading to increased team performance.

Workplace Recognition Practices → Team Performance (H5)

Recognition is consistently cited as a salient factor affecting performance. Empirical evidence has shown that the recognition leads to increased engagement which would in turn increases productivity and output quality (Jo, H., & Shin, D. 2025). The "rewards and recognition" policy also has positive impacts on workers' performance as per another study, which found that workers say that they “work more as a team in order to be rewarded” and that rewards make the work place better and boost their efforts to achieve good performance (Hussain, S. et_al. 2019). From a reinforcement point of view, it is important that teamwork and sharing of knowledge are consistently rewarded, which helps keep knowledge-building behaviors reinforced and

enhances accountability for outcomes of team performance. Perceived organizational support, which is mediated by the effects of recognition on performance outcomes, is also positively correlated with recognition.Beyond that, the relationship between recognition on performance outcomes is mediated by perceived organizational support, which is also found to be positively correlated with recognition (Hussain, S., Khaliq, A., Nisar, Q., Kamboh, A., & Ali, S. (2019). The influence of recognition on an employee's performance and engagement at the individual level has been studied by many researchers (Jo, H. & Shin, D., 2016) Elsewhere (specifically in 2025) with a focus on solving a team-based problem (e.g., achieving a goal at team level, quality/innovation metrics) where the problem is not specifically team based. The team-based measure of performance (rather than a purely individual measure) brings the reinforcement literature into team performance.

Synthesis: Recognition improves measurable performance outcome in teams and reinforces high effort-high quality behaviour.

Psychological Gratitude Climate → Team Performance (H6)

Studies on positive practice and on the social climate demonstrate how positive aspects at the team level improve task performance. Positive practices (appreciation, affirmation) positively influence a positive social climate, work engagement and task performance, with the influence of the positive social climate extending the influence on the other two outcomes in a food service team set-up (Geue, P. 2018). When gratitude is a climate factor, it has been shown to lead to higher levels of work engagement among organizations, meaning that as a climate factor, gratitude can indirectly affect work engagement via higher levels of motivated and energized employees (Komase, Y., Akiyama, H., & Kawakami, N. 2022). Gratitude has also been examined as a mediation between the positive organizational contexts (in this case CSR) and OCB towards organization (Guzzo, R., Wang, X., & Abbott, J. 2020). These are indicators of proficient organizational behaviors: extra effort, helping, and going beyond role, which are essential part of team-level performance culture. In combination these results suggest a climate of gratitude suggests that people are doing more than their job calls for, thus raising standards of performance.

For H6: It is related to the literatures of positive climate/collective climate and engagement and OCB (Komase, Y., Akiyama, H., & Kawakami, N. 2022) as existing works, however, it is not commonly separated gratitude climate and examine the direct effect on the indicators of team performance. The more fine-grained a climate to performance link that can be achieved, the better. The specific link of testing team-level gratitude climate to performance culture and outcomes offers the most concrete link.

Synthesis: Gratitude fosters norms of effort, norms of mutual support, and reinforces a high-performance team culture.

Team Collaboration → Team Performance (H7)

Many studies conducted independently of gratitude, demonstrate that team collaboration is one of the strongest predictors of team effectiveness. Across contexts, the quality of the team is strongly and positively associated with team performance, which has four components: communication, coordination, mutual support, effort and cohesion (Hu, Q., Dollard, M. F., & Taris, T. W. 2022). Healthy internal team culture—with shared goals, support and holding one another accountable leads to engagement and well-being, while quality team working promotes better outcomes (Chaudhry, S., Tandon, A., Shinde, S., & Bhattacharya, A. 2024). Team level job resources, like team cooperation and team effectiveness, are “intrinsic sources of motivation” and are closely related to the team's capability to achieve common goals which eventually allows for performance improvement, in addition, shared leadership and collective crafting are important sources of motivation and are closely tied to team capacity to achieve common goals. 2022).

Novelty for H7: The links between collaboration and performance have been well documented, but the path of gratitude and recognition as predisposing factors to collaboration (H1–H3) and the path of collaboration as a predictor to performance (H7), is a new and integrated way for examining the role of affective practices on the prediction of team outcomes. This is in response to previous requests to create linking mechanisms between positive emotions and performance.

Synthesis: High-quality collaboration, comprising effective communication, coordination and mutual support, is a direct contributor to team performance, and a mechanism by which the impact of gratitude practices can be observed.

Research hypotheses based on the research model include:

H1: there is a significant effect of workplace gratitude expression on team collaboration.

H2: there is a significant effect of workplace recognition practices on team collaboration.

H3: there is a significant effect of psychological gratitude climate on team collaboration.

H4: there is a significant effect of workplace gratitude expression on team performance.

H5: there is a significant effect of workplace recognition practices on team performance.

H6: there is a significant effect of psychological gratitude climate on team performance.

H7: there is significant effect of team collaboration on team performance.

Research Methodology

This study is based on quantitative research design which examines the role of workplace gratitude practices on team performance. Data collection was done by taking the responses from the employees on a structured questionnaire on a 5-point scale of agreement. The constructs under study are: Workplace Gratitude Expression, Workplace Recognition Practices, Psychological Gratitude Climate, Team Collaboration and Team Performance.

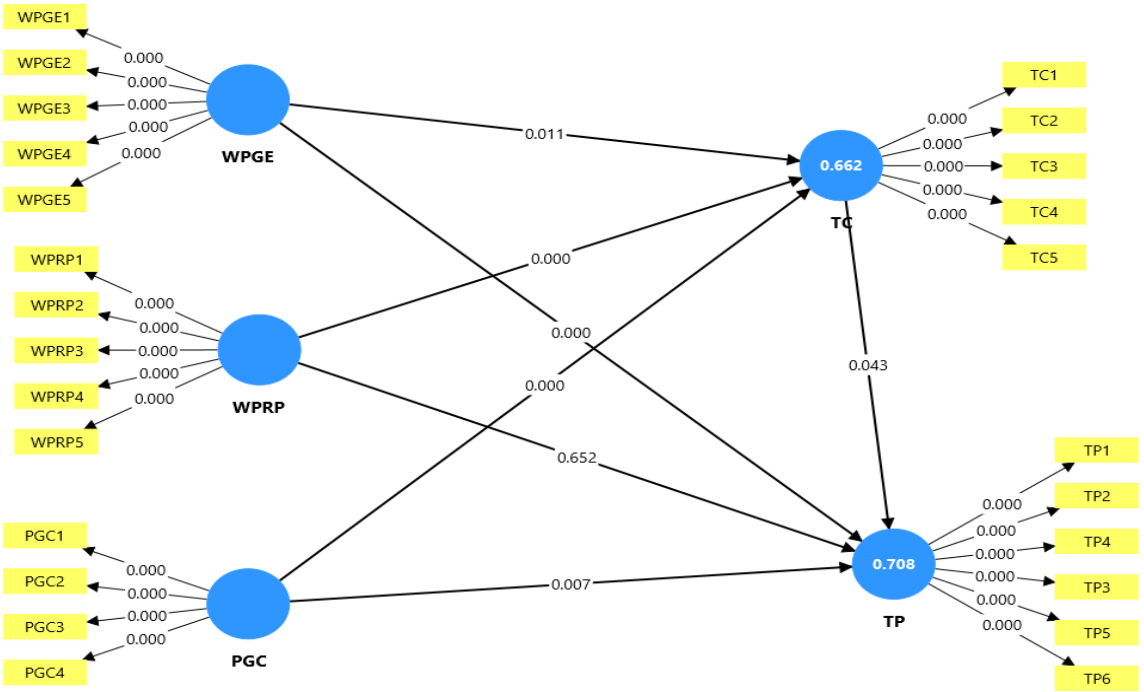


Figure : Hypotheses Result

The structural model investigates the connection between workplace gratitude practices, team collaboration and team performance. The results showed that the levels of workplace gratitude expression, workplace recognition practices, and psychological gratitude climate have a significant positive impact on increasing team collaboration. Moreover, psychological gratitude climate had a significant positive impact on team performance, as did gratitude expression within the workplace; finally, team collaboration also positively contributed to team performance. The model highlights the positive impact of which gratitude practices performed in the workplace can foster a supportive and collaborative atmosphere that can enhance teamwork and organizational success. Overall, the results highlight the importance of developing a gratitude-based workplace culture to enhance both team effectiveness and performance.

Hypotheses Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PGC -> TC	0.339	0.339	0.070	4.848	0.000
PGC -> TP	0.144	0.143	0.053	2.711	0.007
TC -> TP	0.134	0.130	0.066	2.026	0.043
WPGE -> TC	0.161	0.160	0.063	2.551	0.011
WPGE -> TP	0.609	0.608	0.047	12.838	0.000
WPRP -> TC	0.389	0.390	0.082	4.738	0.000
WPRP -> TP	0.033	0.040	0.074	0.451	0.652

The findings from hypothesis testing show that there is a significant positive effect of gratitude practices in the workplace on the collaboration of teams and team performance. The results indicate that psychological gratitude climate (PGC) positively influences team collaboration (TC) ($\beta = 0.339$, $p < 0.001$) and team performance (TP) ($\beta = 0.144$, $p = 0.007$), suggesting that a gratitude climate in the workplace can boost team collaboration and outcomes. Workplace Gratitude Expression (WPGE) has significant impact on Team Collaboration ($\beta = 0.161$, $p = 0.011$) and Team Performance ($\beta = 0.609$, $p < 0.001$), indicating that expressing gratitude amongst team members is a significant factor that will enhance team efficiency. While Workplace Recognition Practices (WPRP) are significant and directly positively influence Team Collaboration ($\beta = 0.389$, $p < 0.001$), the direct influence of Workplace Recognition Practices (WPRP) on Team Performance is not significant ($\beta = 0.033$, $p = 0.652$). Furthermore, Team Collaboration has a positive effect on the Team Performance ($\beta = 0.134$, $p = 0.043$), which implies that the team's collaboration and cooperation help to improve overall team performance. Overall, the results indicate that the expression of gratitude, the practice to identify positive gratitude and the positive gratitude climate enhance collaboration, leading to an improvement in team performance.

Factor Outer loadings

	PGC	TC	TP	WPGE	WPRP
PGC1	0.800				
PGC2	0.829				
PGC3	0.860				
PGC4	0.818				
TC1		0.846			
TC2		0.797			
TC3		0.818			
TC4		0.819			
TC5		0.835			
TP1			0.768		
TP2			0.785		
TP3			0.817		
TP4			0.774		
TP5			0.790		
TP6			0.759		
WPGE1				0.802	
WPGE2				0.808	
WPGE3				0.781	
WPGE4				0.786	
WPGE5				0.758	
WPRP1					0.732
WPRP2					0.733
WPRP3					0.790
WPRP4					0.760
WPRP5					0.721

The outer loading results show the reliability and validity of measurement model. Each construct in the Psychological Gratitude Climate (PGC), Team Collaboration (TC), Team Performance (TP), Workplace Gratitude Expression (WPGE) and Workplace Recognition Practices (WPRP) demonstrated a loading above the recommended threshold of 0.70, which suggests that items contributing to each construct loaded well. The loading values are between 0.721 and 0.860 which shows that indicators represent the variables well. Based on the constructs, the Psychological Gratitude Climate (PGC) has a high level of indicator reliability with all items having a loading of 0.800 – 0.860 and the Team Collaboration (TC) as well as Team Performance (TP) indicators have reached an acceptable level of indicator reliability, with all items being over the acceptable level. Likewise, work-related items have satisfactory loadings, indicating that the items selected constitute appropriate measures of workplace gratitude practices, as in the case of Workplace Gratitude Expression (WPGE) and Workplace Recognition Practices (WPRP). Overall, the outer loadings were found to be fairly reliable to support the validity of the constructs studied.

R Square

	R-square	**R-square adjusted**
TC	**0.662**	**0.660**
TP	**0.708**	**0.705**

The R^2 values represent the variance of the dependent variables explained by the model of the structure. The results indicate that the independent variables Team Collaboration (TC), Workplace Gratitude Expression (WPGE), Workplace Recognition Practices (WPRP) and Psychological Gratitude Climate (PGC) have a significant amount of predictive ability with 66.2% of the variance in the dependent variables is accounted for (R^2 = 0.662). The model also predicts team performance (TP) with 70.8% of variance explained (R^2 = 0.708), indicating that gratitude-related at-work practices and team collaboration are good predictors of team performance. The adjusted R^2 values (TC = 0.660; TP = 0.705) are also close to the original R^2 values which proves that the model has good stability and predicting relevance. In general, the results indicate that the proposed model is a good fit for a deeper understanding on how workplaces incorporate elements of gratitude into their practices and how this contributes to collaboration and performance outcome.

Reliability and Validity

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
PGC	0.846	0.848	0.896	0.684
TC	0.881	0.881	0.913	0.677
TP	0.874	0.877	0.904	0.612
WPGE	0.847	0.848	0.891	0.620
WPRP	0.802	0.804	0.864	0.559

Based on the results of the reliability study and also the validity results, it can be concluded that the measurement model studied has achieved good internal consistency and construct validity. All constructs have Cronbach's Alpha values that fall in the acceptable range of 0.802 – 0.881, suggesting high reliability of the measurement items. Like that, the Composite Reliability (rho_a and rho_c) values for all constructs are greater than acceptable 0.70, is to say all the indicators consistently measures its own constructs. Average Variance Extracted (AVE) are significant for a range from 0.559-0.684, which is within the acceptable limit of 0.50, signifying good

convergent validity. This indicates that over 50% of the variance in the items measuring each construct is accounted for. By overall scores the score can be concluded that the constructs Psychological Gratitude Climate (PGC), Team Collaboration (TC), Team Performance (TP), Workplace Gratitude Expression (WPGE) and Workplace Recognition Practices (WPRP) were found to have satisfactory reliability and validity indicating that the measurement model was appropriate for further structural analysis.

Discriminant Validity

	PGC	TC	TP	WPGE
TC	0.755			
TP	0.767	0.779		
WPGE	0.752	0.791	0.737	
WPRP	0.735	0.722	0.768	0.757

The discriminant validity was confirmed by results confirming that each construct in the measurement model measures a different concept from the rest. Furthermore, Fornell–Larcker criterion shows that the square root of AVE values are greater than the correlation values of each construct with other constructs, which implies the criterion is met indicating the discriminant validity. This is a range of THE DIAGONAL values from 0.722 to 0.791, and are larger than the inter-construct values. This means that the items measuring Psychological Gratitude Climate (PGC), Team Collaboration (TC), Team Performance (TP), Workplace Gratitude Expression (WPGE), and Workplace Recognition Practices (WPRP) have substantial distinctiveness and do not highly overlap with items measuring any other scale. Thus, the measurement model has an adequate discriminant validity, establishing that each construct represents a different facet of workplace practices and team outcomes of gratitude.

Managerial Implications

Gratitude and recognition should be viewed as a part of a workplace rather than separate events. Appreciative words, available recognition mechanisms and a positive culture cantered on gratitude can also boost employee performance, trust and teamwork. (Chen, Guo, Song, & Lyu, 2022) Appreciation rituals during meetings, gratitude letters or diaries, and digital gratitude tools can enhance workplace relationship and collaboration, even in a remote work situation (Yamamoto, Fukui, Nishii, Kato, & Pham, 2022; Sarkar, Garg, Srivastava, & Punia, 2024). Practicing gratitude can also be a tool for managers to minimize negative behaviours in the workplace and assist employees regulate stressful situations (Locklear, Taylor, & Ambrose, 2021; Gu, Ocampo, Algoe, & Oveis, 2022). Moreover, peers and team-based recognition and rewards can boost employee engagement and work efforts, if tuned on time, made visible, and personalized (Presslee, Richins, Saiy, & Webb, 2023; Jo and Shin, 2025). Last, but not least, organizations need to foster a team climate that is psychologically safe for employees to share thoughts, support each other, and collaborate with each other, and tailor gratitude in their team to different culture (Chen, Guo, Song, & Lyu, 2022; Sarkar, Garg, Srivastava, & Punia, 2024; Liu, Yu, & Lv, 2026). In general, appreciation and recognition must be a way of cultivating a culture of trust, cooperation, employee wellness and team performance.

Conclusion

This study explored the relationships between Workplace Gratitude Expression, Workplace Recognition Practices and Psychological Gratitude Climate with Team Collaboration and Team Performance as well as how Team Collaboration is related to Team Performance. Because of the findings, it can be concluded that, both Workplace Gratitude Expression and Psychological Gratitude Climate significantly influence Team Collaboration and significantly influence Team Performance, respectively; and Workplace Recognition Practices significantly influence Team Collaboration and not

directly Team Performance. The influence of Team Collaboration on Team Performance also shows high positive influence towards the support of the proposed hypotheses, which is for six out of seven available hypotheses, that is, Team police, Team liking, Team strategy, Team commitment, and Building trust are supported. The study builds on previous research by examining team-based outcomes instead of just individual outcomes and expands upon the use of multiple workplace gratitude constructs within a framework. The results indicate that the creation of a positive team environment through encouragement of positive word of acknowledgment and appreciation in the expression of gratitude can be a facilitating factor for being more effective as a manager. The study's limitations are the use of convenience sampling, self-reported data, and a cross-sectional study design, but future research should include longitudinal study design, and larger and more diverse samples with other variables like psychological safety, employee engagement, organizational commitment, and leadership. On the basis of the study it could be concluded that across all aspects, workplace gratitude is not simply an interpersonal behaviour, but it has the potential to be a useful organisational resource to enhance collaboration, relationships between and among teams and the performance of the team.

Limitations of the Study

There are some limitations of this study. The cross-sectional research design is the first limitation that hinders establishment of causality between the variables of workplace gratitude, team collaboration, and team performance. The first limitation is the cross-sectional research design which does not allow for establishing causal relationships between variables of workplace gratitude, team collaboration and team performance. Secondly the convenience sample is employed, which could reduce generalizability of results to the larger population of employees. Thirdly, using self-reporting questionnaires may induce response bias and social desirability bias. Fourth, the study included only a handful of variables (Workplace Gratitude Expression, Workplace Recognition Practices, Psychological Gratitude Climate, Team Collaboration and Team Performance) and other leadership and organizational factors (such as psychological safety, employee engagement and organizational culture) were not explored. Thirdly, the respondents selected were not from any particular industry, and responses from each line of business may differ.

Recommendations for Further Study

Based on the results and restrictions found in this study, some suggestions can be made for future researchers: They are recommended to conduct research using the longitudinal research method on the relationship between workplace gratitude, team collaboration, and team performance in the long run. Future findings may be enhanced by larger and more diverse samples of industries and types of organizations. Leadership style, psychological safety, employee engagement, organizational commitment and organizational culture are also potential mediating and/or moderating variables that could be assessed in future research. Cross-collaborative studies between industrial, sector and cultural backgrounds could give additional insights into workplace appreciation. Furthermore, future scholars can examine gratitude in a hybrid or virtual work setting such as “digital” acknowledgement and gratitude.

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