

on both contextual performance and situational tests. It was concluded that a consideration of individual level KSAs can have both conceptual and practical value in the staffing of work teams.

**12- Uhl-Bien, M. and Graen, G.B. (1998) study entitled: "Individual self-management: Analysis of professionals' self-managing activities in functional and cross-functional work teams".**

A comparative analysis of professionals' use of individual self-management activities in functional and cross-functional units found that individual self-management was beneficial for effectiveness in functional units but not in cross-functional units. The study also explored the effect of interactions of individual self-management and unit type (functional or cross-functional) on team members' overall levels of job satisfaction and perceptions of bureaucratic obstacles. Results suggest a need for contingency model of self-management and a need to pursue the multidimensionality of self-management constructs.

WUE was measured by a nine-item measure tapping dimensions of team performance, team effectiveness and team dynamics. To reduce common method variance (Kick 1979), they employed outside raters for this measure, individuals who were not members of units studied but who were familiar enough with their work processes and performance to be able to evaluate them. For the functional work units, the outside raters were division directors; these employees were one level above the section chiefs, the head of the functional groups. For cross-functional teams, the outside raters were section chiefs who acted as advisers to the team. The performance item asked raters