REVIEW OF LITERATURE

Besides the three interpersonal needs contained in the original FIRO-B, research includes additional variable, warmth—the hybrid of adding inclusion and affection scores together. Wiedmann, Waxenberg and Mona (1979, 202) developed the warmth variable, and note there is a “significant correlation between rank-ordered performance and the combined „inclusion and „affection scores”.

Fisher, Macrossen, and Walker (1995) study warmth in software development teams and find it to be a significant variable that explains how individuals participate in a team setting. Therefore, the warmth variable is included in this study.

Straub and Carlson (1989) indicate that a main concern of any research using a survey instrument is ascertaining its validity. The FIRO-B instrument has been widely applied and validated. For example, Schutz (1966) uses the instrument in an educational community setting to study the interpersonal needs of 6,000 individuals.


In the literature, Bayou, Siegel, and Smith (2006) apply FIRO-B to identify the interpersonal needs of different cultures. In the business field, Thompson (1998) indicates FIRO-B is used frequently for team-based analysis noting the FIRO-B allows insight into “individual interactions, team dynamics, team member compatibility, team development, team effectiveness, and team member ‘satisfaction. The cost of testing, scoring and analysis’ of the FIRO-B instrument is nominal, and testing time is approximately 15 minutes.