

THE SPIRIT OF TEAMWORK

AN EMPIRICAL STUDY OF SELECTED ORGANISATION

Ajay Kr. Singh*
D. Antony**

TEAMWORK, effective work teams, and team building are popular topics in today's organizations. Besides the basic types of teams, other teams organization needs are employee morale team, safety and environmental team, employee wellness team, culture and communication team, and focused team. Positive approach, vision, attitude, patience, interest, control, support, etc., are the proactive approaches for team effectiveness. Further, clear goals, participation, feedback, team decision-making and problem solving, team leadership, creativity, etc., can also strengthen team effectiveness. Supportive environment, qualified members, role clarity and team rewards are the ingredients of effective teams. Team motivation is earned by clear purpose, challenge, comradeship, interpersonal relationships, and responsibility among team members. Creating favorable working climate, trust, open communication, self-control, etc., are the factors influencing the team leader. By keeping these views, the present study has been conducted to know the teamwork practices and teamwork effectiveness of selected industrial organizations of both public sector and private sector. Structured questionnaire has been designed and distributed to executive level employees working in various 11 industrial organizations. Accordingly 126 respondents' responses have been analyzed and the findings, conclusions, and recommendations were drawn. The study concludes that the enriched work force is instrumental to teamwork effectiveness.

Key Words: Teamwork, Team Building, Team Effectiveness.

Introduction

Teamwork, effective work teams, and team building are popular topics in today's organizations. Successful teams and teamwork fuel the accomplishment of the organizations' strategic goals. Effective work teams magnify the accomplishments of individuals and enable them to do the work better (Heathfield, 2006a). According to Katzenbach and Smith (1993), "teams consist of a small group of people with complementary skills who are committed to a common purpose, goals and approach for which they hold themselves mutually accountable". Syer (1997), suggests when a team is formed, its members must have the *right mix* of complementary competencies to achieve the team's goals. Also, its members need to be able to influence how they will work together to accomplish those goals.

To define what is teamwork in simple term is "the ability of a group of people to cooperate and work effectively together, the possibility of each participant to think and act for the group rather than for his own personal benefit" (Singh, 2004). A team is a group of people with a high degree of interdependence focused on the achievement of some goal or task (Parker & Kropp 1999). Individual employees perform operating tasks, but the vast majority of them work in regular small groups where their efforts must fit together like the pieces of a picture puzzle. Where their work is interdependent, they act as a task team and seek to develop a cooperative state called teamwork (Newstrom & Davis 1995). Team building broadly is a process of learning together and creating an environment that strengthens and values the contributions of its team members. It works towards problem solving, task completions, and maximizing the use of all members' talents to achieve the common goal. Team building needs a dynamic rapport among team members, very good communication that stimulates creativity (Deshpande 2007).

Stages of Team Development

When a number of individuals begin to work at interdependent jobs, they often pass through several stages as they learn to work together as a team (Tuckman, 1965). The typical stages in a team's

evolution can be described as: *Forming*- Members share personal information, start to get to know and accept one another, and begin turning their attention towards the group's tasks. An aura of courtesy prevails, and interactions are often cautious. *Storming*- Members compete for status, jockey for positions of relative control and argue about appropriate directions for the group. External pressures interfere with the groups, and tensions rise between individuals as they assert themselves. *Norming*- the group begins moving together in a cooperative fashion, and a tentative balance among competing forces is struck. Group norms emerge to guide individual behavior, and cooperative feelings are increasingly evident. *Performing Stage*- the group matures and learns to handle complex challenges. Functional roles are performed as needed, and tasks are efficiently accomplished.

Basic Types of Teams

Functional Teams (Hellriegel et al., 2001) usually represent individuals who work together daily on a cluster of ongoing and interdependent tasks. Functional teams often exist within functional departments marketing, production, finance, auditing, human resources, and the like. Within the human resources department, one or more functional teams could operate within the recruiting, compensation, benefits, safety, training and development, affirmative action, industrial relations and similar functions.

Problem solving teams (Rose and Buckley, 1999) focus on specific issues in their areas of responsibility, develop potential solutions, and often are empowered to take action within defined limits. Their members (Hellriegel et al., 2001) usually are employees from a specific department who meet at least once or twice a week for an hour or two. Problem-solving teams do not fundamentally reorganize work or change the role of managers. In effect, managers delegate certain problems and decision-making responsibilities to a team. This approach contrasts with delegating specific tasks and authority to individuals.

Cross Functional Teams (Hellriegel et al., 2001) bring together the knowledge and skills of people from various work areas to identify and solve mutual problems. Cross-functional teams draw members from several specialties or functions and deal with problems that cut across departmental and functional lines to achieve their goals. They may design and introduce quality improvement programs and new technology, meet with customers and suppliers to improve inputs or outputs, and link separate functions (e.g., marketing, finance, manufacturing, and human resources) to increase product or service innovations. Michalski and King (1998), suggest that, cross- functional teams are often most effective in situations that require adaptability, speed, and a focus on responding to customer needs.

Self- Managed Teams (Purser and Cabana, 1999) normally consist of employees who must work together effectively daily to manufacture an entire product or service. These teams perform a variety of managerial tasks, such as scheduling work and vacations by members, rotating tasks and assignments among members, ordering materials, deciding on team leadership, setting key team goals, budgeting, hiring replacements for departing team members, and sometimes even evaluating one another's performance. The impact of self-managed teams (Kraft, 1999) may be enormous. They have raised productivity 30 percent or more and have substantially raised quality in organizations that have used them. They fundamentally change how work is organized and higher-level leadership is practiced.

Virtual Teams (Duarte and Tennant, 1999) is a group of individuals who collaborate through various information technologies on one or more projects while being at two or more locations. Virtual teams (Gibson and Cohen, 2003) use computer technology to bring together physically dispersed members in order to achieve a common goal. Virtual teams allow people to collaborate online-using communication links wide-area networks, video conferencing, or e-mail-whether they're only a room away or continents apart (Robbins and Sanghi, 2006).

Task Teams is a cooperative small group in regular contact that is engaged in coordinated action. The frequency of their interaction and their ongoing existence makes them clearly different from short-term decision-making groups. When the members of a task team know their objectives contribute responsibility and enthusiastically to the task, and support one another, they are exhibiting teamwork.

Heathfield (2006b) adds five more teams as organization needs are:

Leadership Team often an organization's senior managers or department heads, the leadership team is the group that must pull together to lead the organization. The leadership team is responsible for the strategic direction of the organization. The leadership team plans, sets goals, provides guidance to, and manages the organization.

Employee Morale Team plans and carries out events and activities that build a positive spirit among employees. The team's responsibilities can include activities such as hosting employee lunches, planning company picnics, fund raising for ill employees, and fund raising for philanthropic causes. The team leads the celebration of company milestones, employee birthdays, and the arrival of new babies. The team sponsors company sports teams.

Safety and Environmental Team ensures the safety of employees in the work place. The team takes the lead in safety training, monthly safety talks, and the auditing of housekeeping, safety, and workplace organization. The team provides recycling and environmental policy recommendations and leadership as well.

Employee Wellness Team focuses on health and fitness for employees. Most popular activities include walking clubs, running teams, and periodic testing of health issues like high blood pressure screening. The wellness team can sponsor whole person wellness activities such as how to make a budget or lunch and learns about investment products – not investment advice.

Culture and Communication Team works to define and create the defined company culture necessary for the success of the organization. The team also fosters two-way communication in the organization to ensure employee input up the chain of command. The team may sponsor the monthly newsletter, a weekly company update, quarterly employee satisfaction surveys, and an employee suggestion process. The teams make the company a better place to work and provide the opportunity for real employee involvement and commitment.

Focused Team (Adams, 1988), the team resources are focused and members are all working to accomplish the same purpose; teamwork can be very rewarding and productive. This is best accomplished when team members use a proactive approach rather than a reactive approach to accomplish their purpose.

Team Effectiveness

Adams, (1988) suggests the following proactive approaches for team effectiveness:

1. The team members take a very *positive approach* in jointly determining the way they are going to work together as a team and what they want to make it happen. When individuals and the entire team choose to operate this way and are willing to set petty differences aside, unbelievable results become possible. When individuals adopt this attitude and commit to use their resources, knowledge and skills to contribute to the goals of the team, alignment with the team's overall purpose comes about. This will not happen unless both the team leader and team members choose to do so.

2. Having a *well-defined purpose or vision* of what the team will accomplish is a very powerful force for the team leader and members. Goals are aligned with the team purpose and team members are empowered to accomplish the goals. This process leads to a high level of team productivity.
3. Team members have a *positive attitude* toward change and are willing to accept and allow change to occur as needed in order to accomplish desired results.
4. Team members understand that *patience* is required, and that for some goals, a long-term commitment is needed to accomplish the desired results.
5. Interests of both the team leader and team members are focused on *desired results* rather than on problem-solving activities. If people learn to focus simultaneously on both the current situation and the desired results, problems that arise will be solved as part of the total process of achieving the desired results.
6. The sixth characteristic of a well-functioning team is that the members have a *strong feeling of control* within the team. They are able to establish priorities and then commit time and resources for accomplishing these tasks.
7. The seventh characteristic of a well functioning team is that the team members verbally and publicly *support each other*. They recognize that negative comments about others tear the team down.

Team leaders and members that make a conscious, sustained effort to make these seven characteristics a part of their mind set will find that both creativity and accomplishment of desired results will be much higher than it would be otherwise.

Bateman, (1990) suggests the following tools as guidelines for the team effectiveness.

Team goals are developed through a group process of team interaction and agreement in which each team member is willing to work toward achieving these goals. *Participation* is actively shown by all team members and roles are shared to facilitate the accomplishment of tasks and feelings of group togetherness. *Feedback* is asked for by members and freely given as a way of evaluating the team's performance and clarifying both feelings and interests of the team members. When feedback is given it is done with a desire to help the other person. *Team decision-making* involves a process that encourages active participation by all members. *Leadership* is distributed and shared among team members and individuals willingly contribute their resources as needed. *Problem solving*, discussing team issues, and critiquing team effectiveness are encouraged by all team members. *Conflict* is not suppressed. Team members are allowed to express negative feelings and confrontation within the team, which is managed and dealt with by team members. Dealing with and managing conflict is seen as a way to improve team performance. *Team member resources*, talents, skills, knowledge, and experiences are fully identified, recognized, and used whenever appropriate. *Risk taking and creativity* are encouraged. When mistakes are made, they are treated as a source of learning rather than reasons for punishment. After evaluating team performance against the above guidelines, determine those areas in which the team members need to improve and develop a strategy for doing so.

Ingredients of Effective Teams

According to Barry, (1991) Teamwork is most likely to develop when management builds a *supportive environment* for it. Supportive measures help the group take the necessary first few steps toward teamwork. Since these steps contribute to further cooperation, trust, and compatibility, supervisors need to develop an organizational culture that builds these conditions. Suggest *skills and role clarity* as ingredients of effective teams. Team members must each be reasonably qualified to perform their jobs, and have the desire to cooperate. Beyond this, they can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting. When this understanding exists, members can act immediately as a team based on the

requirements of that situation, without waiting for someone to give an order. In other words, team members respond voluntarily to the demands of the job and take appropriate actions to accomplish team goals. A major responsibility of managers is to try to keep the team members oriented towards their overall task. Sometimes, unfortunately, an organization's policies, record-keeping requirements, and reward systems may fragment individual efforts and discourage teamwork. This supervisor might consider the creation of a *superordinate goal*, which is a higher goal that integrates the efforts of two or more persons. Superordinate goals can be attained only if all parties carry their weight. They serve to focus attention, unify efforts, and stimulate more cohesive teams. Another element that can stimulate teamwork is the presence of *team rewards*. These may be financial, or they may be in the form of recognition. They are most powerful if they are valued by the team members and administered contingent on the group's task performance. Innovative team rewards for responsible behavior may include the authority to select new members of the group, make recommendations regarding a new supervisor, or propose discipline for team members.

Individual and team success is dependent on adaptability and a talent for collaboration. When teams stop working, trust, confidence, and productivity are lost. Coaching & Training will improve team communication and performance through custom team training and facilitation (Ursiny, Hagan & Kay, 2004).

Team Motivation

Peter, (1998) suggests the following factors that influence Team Motivation:

The characteristics of the most successful and rewarding team experiences are a clear *purpose*, focus, or mission of the team. If the mission is clear, he might be able to sustain motivation for the duration if he feels it is important. However, if it is a topic that is not in line with his wants and needs, his motivation to continue may diminish. Another term that comes frequently about team motivation is *challenge*. Many people will say that their most rewarding team experiences resulted from some sort of challenge. The challenge itself is the motivator. An additional criterion for a challenge is the level of difficulty. If a challenge is too difficult, perhaps perceived as impossible, then team members may give up before they start. However, the same result may occur if the members perceive the challenge as too easy. So for ongoing teams, periodic stimulation in the form of a worthy challenge is another method of maintaining motivation. Another factor that emerges for the successful teams is *camaraderie*, meaning comradeship, fellowship, and loyalty. The people on these teams genuinely like each other and work hard to develop and maintain their relationships. These groups are at the same time competent in the work they perform and highly functional in their interpersonal relationships. The group is well balanced in both technical and human skills. The fallout from this kind of relationship building is open and direct communication; frequent praising of each other's contributions, and mutual support. In general, people and teams are stimulated by being given *responsibility*. Having ownership of an identifiable block of work is a long-held tenet of motivation in groups. Responsibility comes along with authority to make the necessary changes. Teams that have both the responsibility and authority tend to maintain motivation over longer periods of time. Personal *growth* adds value to the individual, enhancing self-esteem and self-worth. Accordingly, team members and team leaders should look for opportunities that help add knowledge and skills. In *leadership*, the leaders have a knack for helping others see the best in themselves, providing the stimulus for self-actualizing behaviors. But great leaders also understand the importance of team purpose, challenge, camaraderie, responsibility, and growth, and focus much of their time on creating the conditions for these to exist. Great leaders understand that their team members have needs, and that for motivation to grow and continue, the activities of the team must help in some way to meet these needs.

Role of Team Leader

Most teams will have a leader, and this is a very important position because he or she is responsible for the management of the entire project. However, it is important not to have too "heavy" a hand, or

team morale may be lowered. A leader is typically responsible for setting a base agenda, facilitating meetings, and monitoring progress through communicating with members as needed. But all actions must be agreed to by the team. Although one may suggest a course of action, and one must be sure that the team agrees to it. If the team wants to go in another direction, one should be willing to compromise (Pyatt, 2005).

Well-integrated, high performing teams are those that never lose sight of their goals and are largely self-sustaining. Their leaders create cultures, operating principles, and values conducive to high performance. Such leaders seem to know what to say and do. In effect, they work backwards by envisioning the future before dealing with the present. High-impact leaders practice four key behaviors. They are: (1) They define clear goals or a vision of the time future in accordance with overall aims. (2) They create blueprints for action to achieve those goals. (3) They use language to build trust, encourage forward thinking, and create energy within the team. (4) They get the right people involved (Harkins 2006).

According to Bateman, (1990) the team leader should be the *liaison* between the team and upper management. The team leader needs to know and work with upper management to obtain a full commitment from them in support of the team's program. The team leader can *encourage* team member growth, and should be willing to take some risk by having members whose resources are relevant to the immediate task provided by the leadership. The team leader should be fair, supportive, and recognized by team members as one who can make final judgments, work with upper management, and give direction to the team as needed. There are several ways in which the team leader can contribute to creating a positive climate within the team. One of the most powerful forces is to put forward, in *cooperation* with team members, an exciting vision/purpose of what the team is to achieve. The team leader where possible should help *select* or influence the composition of team members. Selection should be based on willingness of people to work in a team setting and the resources, both people skills and technical components; they are able to bring to the team. The team leader can provide the *leadership* for helping the team develop and understand the accepted set of principles that will contribute to their success. Included in this set of principles should be norms for operating within the group, criteria for evaluating success, standards for determining quality of performance, and an identified *reward system* to recognize the team's successes.

Larson and Lafasto, (1989) suggest some of the important points that a team leader should pursue to achieve excellent team result are: Create a *working climate* that is formal and relaxed. Before taking any decision, consult the team members about the course of action to be taken. The team leader will be surprised to see that his team members will come up with many brilliant ideas. Do not allow one team member to assume *overriding role*. His priority and importance to a particular member of group create bias and irritation in the minds of others. Make sure that *objective* of his group or the objectives that the team leader has set to be achieved are clearly defined and understood by members of his team. Then only his team members would be able to contribute their best. Have *trust and faith* on his subordinates, unless a team leader has the reasons not to repose confidence. If he trusts his colleagues/subordinates, they will in turn trust their superiors. If he always suspect their motives and try to keep checks on them, he might end up with a lot of disgruntled employees who will only reciprocate his mistrust. He must not live in any ivory tower, i.e., in an isolated world. He must always be *approachable* and within reach of his colleagues whenever they seek guidance and support. Encourage *open communication* and create atmosphere that fosters free expression of criticism and disagreements. Be generous with positive feedback. When a job is well done, say so. If situation so demands he can even reprimand his subordinates for correcting the wrongs. He must have *personal rapport* with each one of the employees. Develop interest in his employee and listen to their problems, needs and grievance. His interest in them will enable him to find the cause of absenteeism, indifference, non-participation in work, etc. By helping them in their problems, he can have a satisfied and productive workforce. Learn to *delegate responsibility*. Remember he is not the only person having qualities of initiative and imagination. Many of his subordinates may be quite capable. Make use of their capabilities by utilizing them with responsible jobs. Results would be very

much rewarding. A manager, who does not delegate, not only cripples himself but also cripples others.

A secret of getting along with people successfully is to exercise *self-control*. A few words said in anger can create enormous damage. First cool down, think rationally, and then take action. After all, a team leader must first learn to control himself then only he can be good at controlling others. He must set *an example* for others. The way he talks, behaves and conducts himself, is being watched all the times. If he sets a good example, his subordinate will also follow suit. Remember his action communicates more than his speech. Take care, of the *training and development* needs of the employees. One can do that by job enlargement, job enrichment, providing status and perks to sustain members committed to one group. Create a climate for learning and do not hesitate to discuss employees' career prospects with them. And lastly, an employee will be what he *expects him* to be. If he expects him to be hard working, honest and trustworthy, he will attempt to be all these and more.

Larson and Lafasto, (1989) conducted a three-year study of teams and team achievement. In Teamwork, they explored the eight properties of successful teams: a clear elevating goal; a results-driven structure; competent team members; unified commitment; collaborative climate; standards of excellence; external support and recognition; and principled leadership.

Publish group goals. Prepare a simple mission statement for the staff. Outline common goals and explain why they are important. Define roles. Avoid unnecessary rivalries by clearly identifying each person's role within the group. Use liberal doses of we and our. Give people a sense of ownership in what they are doing as a group. Share information. Do not be a fact log. And don't share with only the key people, thinking they will pass the information down the line. Talk directly to the troops. Reinforce the team concept. When your staff has done well, praise the entire effort without singling out individuals (The Times of India, 2001).

Teams Benefits

Pyatt, (2005) contends that, more than ever employers are looking for ways to combine individual talents and harness the synergy of a high performance team. Some of the specific benefits include: *Complete large scale projects* – Many projects in the workplace are too large or too complex for one individual to complete alone (but by a team). *Develop more solutions*- Different people looking at the same problem presently find different solutions. A team can review ideas and put together a final solution, which incorporates the best individual ideas. *Detect flaws*- A team looking at different proposed solutions may also find pitfalls that an individual might miss. The final solution is that much stronger. *Build social connections*- Working on a team allows you to interact with your colleagues much more than sitting in neighboring cubicles.

As team members build commitment, trust, and support for one another, it will allow them to develop and accomplish desired results. This commitment, trust, and self-determination by each team member are critical in achieving a sustained high level of performance. Team members will learn to appreciate and enjoy one another for which they are and will help keep one another on track. The team will have developed its working methods so that they become an informal set of guidelines (Bateman, 1990).

Training for teamwork (Coca Cola): Today coke has shifted its emphasis towards a team orientation. Coke has developed a team training process at Baltimore Syrup Operation Plant. It is a good example of an effective approach to developing team skills simultaneously with other important job related skills. Team action skills training addresses such skills as team leadership, meeting management, team member roles and responsibilities, group dynamics and problem solving. Team members need these skills to work together effectively. The team focus seems to be working quite well at the Baltimore Plant. Associates have participated in thousands of hours of training, and majorities have received training in areas outside their normal work duties. Productivity has

increased. Employees are satisfied because they are finding that the team training gives them skills that widen their career choices (Philips, 1996).

It is the matter of appreciation of the observation of the fact that Teamwork, Interpersonal Relations and Communication are good in most of the organizations. In fact Hawthorne experiments are proved true again by knowing the importance of Group effort. Teamwork, Interpersonal Relations, Communication like Group level factors are always encouraged for better HRD Practices (Antony, 2005).

Team building (Fulmer, 1992) is considered a fundamental element of organizational success in the 1990's. There is increasing evidence that directly connects teamwork to increased profitability and enhancement of a firm's reputation in its industry. In consequence, Fortune has estimated that by the end of the decade three times as many Fortune 500 firms will be using team based management than as presently the case.

Research Study on Teamwork

The present research study on "the spirit of teamwork" deals with the teamwork practices and the teamwork effectiveness. In teamwork practices, the study verifies whether the job requirement is such that the person has to work as a part of the team; the person really enjoying working in a team; whether any hierarchical bindings amongst the team members exists; whether there is trust among the members in the team; whether any cooperation apart from coordination among the team members exists. In teamwork effectiveness, whether the member of the team gives the best to make the team successful, whether the person likes to create a team to do the work more effectively; whether any bossism is seen among the team members; trust prevailing among team members while group decision are taken; whether the cooperation among team members results in a competitive edge.

Objectives of the Study

The present study has the following objectives:

1. To study the Teamwork Practices (TP) of selected Industrial Organizations.
2. To find out the Teamwork Effectiveness (TE) of such selected Industrial Organizations.
3. To identify the gaps, if any, between Teamwork Practices & Teamwork Effectiveness by comparing the same.
4. To suggest certain healthy Teamwork measures (if required), which can make organizations more effective.

Hypotheses of the Study

1. Teamwork Practices have higher score value than Teamwork Effectiveness.
2. Teamwork Practices have a positive impact on Teamwork Effectiveness.
3. Enriched workforce is instrumental to Teamwork Effectiveness.

Research Methodology

To achieve the objectives of the study, both secondary data and primary data (generated through structured questionnaire) have been framed. Two different kinds of questionnaires have been used targeted at Teamwork Practices (TP) & Teamwork Effectiveness (TE). All these questions are close-ended questions. This questionnaire is based on 5-point scales (Likert Scale) which are converted into numerical terms with options as *strongly agree (+2)*, *moderately agree (+1)*, *can't say (0)*, *moderately disagree (-1)*, and *strongly disagree (-2)*. Hence, the maximum score value of each question is 2 and the minimum score value is -2. Besides, one open-ended question in Teamwork Effectiveness has also been incorporated to invite suggestions for healthy teamwork from the

respondent concerned. Proper care is taken while framing questions in both Teamwork Practices & Teamwork Effectiveness to co-relate these two terms in the analysis part.

Personal interviews with some of the respondents provided some valuable insights on various aspects and issues. Based on the data collection, analysis has been made followed by findings, conclusions, and recommendations.

Selection of Sample

The sample consisted of managers only working in public and private sector industrial organizations in and around Delhi. In all 150 questionnaires were distributed among eleven different Industrial organizations of which Public sector were three (Bharat Heavy Electronics Ltd, Indian Oil Corporation Ltd., Steel Authority of India Ltd.) and Private sector were eight (British Physical Laboratories Ltd., Escort Yamaha Motor Ltd, HCL-Info-Systems Ltd, Indo Rama Synthetics India Ltd., Kwality Ice-cream-Food Products Ltd., Lucky Gold Electronics Ltd., Luxor Writing Instruments Ltd., Xerox Modicorp Ltd.). However, only 126 questionnaires were received duly filled in out of which 53 respondents were from Public Sector and 73 respondents were from Private Sector. Thus the sample comprises 126 respondents.

Statistical Methods

The research data have been analyzed through the use of Mean & Score Values. Chi-Square Test has been used to find out whether there is a significant difference of opinion among the respondents.

Limitations of the Study

1. The study has covered only managers and not the other employees.
2. The sampled organizations studied were located in and around Delhi only.
3. The limitations of a study based on selected sample are applicable to this study also.

Findings

Teamwork Practices

A reasonably high 73% of respondents strongly agreed that their job requirements are such that they have to work as a part of the team; followed by 21 % of them moderately agreed the same. This shows that the “nature of work” in general is a part of Teamwork. Score value 1.62 acknowledges the same. The responses are summarized in Table 1 & Figure 1.

About 55% of respondents strongly agreed that they really enjoy working in a team; followed by 36 % of them moderately agreed the same. This shows that there is an atmosphere of “working climate” already available to work in a team. Score value 1.40 acknowledges the same. The responses are summarized in Table 1 & Figure 1.

About 46% of respondents strongly agreed that there is no hierarchical bindings amongst different team members; followed by 34 % of the respondents moderately agreed the same. This shows that there is an atmosphere of consideration and “mutual respect” already prevailing to work in a team. Score value 1.09. The responses are summarized in Table 1 & Figure 1.

A reasonably high 78% of respondents strongly agreed that the most important factor for the success of a team is “trust” amongst members; followed by 18 % of the respondents who moderately agreed for the same. This shows that there is an environment of “trust & faith” among team members. Score value 1.71 acknowledges the same. The responses are summarized in Table 1 & Figure 1.

About 49% of respondents strongly agreed that there is high level of co-operation apart from co-ordination among team members; followed by 40 % of the respondents who moderately agreed for

the same. This shows that there seem to be “well-built interpersonal relationships” existing among team members. Score value 1.33. The responses are summarized in Table 1 & Figure 1.

Table 1: Teamwork Practices-(Percentage-wise)

Q. No.	Questions	Strongly Agree		Moderately Agree		Can't Say		Moderately Disagree		Strongly Disagree		Total		Score
		Respon-dent	Percen-tage	Respon-dent	Percen-tage	Respon-dent	Percen-tage	Respon-dent	Percen-tage	Respon-dent	Percen-tage	Respon-dent	Percen-tage	
1	My job requirements are such that I have to work as a part of the team.	92	73	26	21	3	2	4	3	1	1	126	100	1.62
2	In my organization, I really enjoy working in a team.	69	55	45	36	8	6	2	1.5	2	1.5	126	100	1.40
3	Whenever we work in a team there are no hierarchical bindings amongst different team members.	58	46	43	34	7	6	14	11	4	3	126	100	1.09
4	The most important factor for the success of a team is "trust" amongst members.	98	78	22	18	3	2	3	2	0	0	126	100	1.71
5	I get high level of co-operation apart from co-ordination from my team members.	62	49	51	40	6	5	6	5	1	1	126	100	1.33
Total		379	301	187	149	27	21	29	22.5	8	6.5	630	500	7.15
Average		76	60	37	30	5	4	6	5	2	1	126	100	1.43
D.F		16.00												
Table Value of Chi-square		26.20												
Computed Value of Chi-square		60.0868												
Status - Significant														

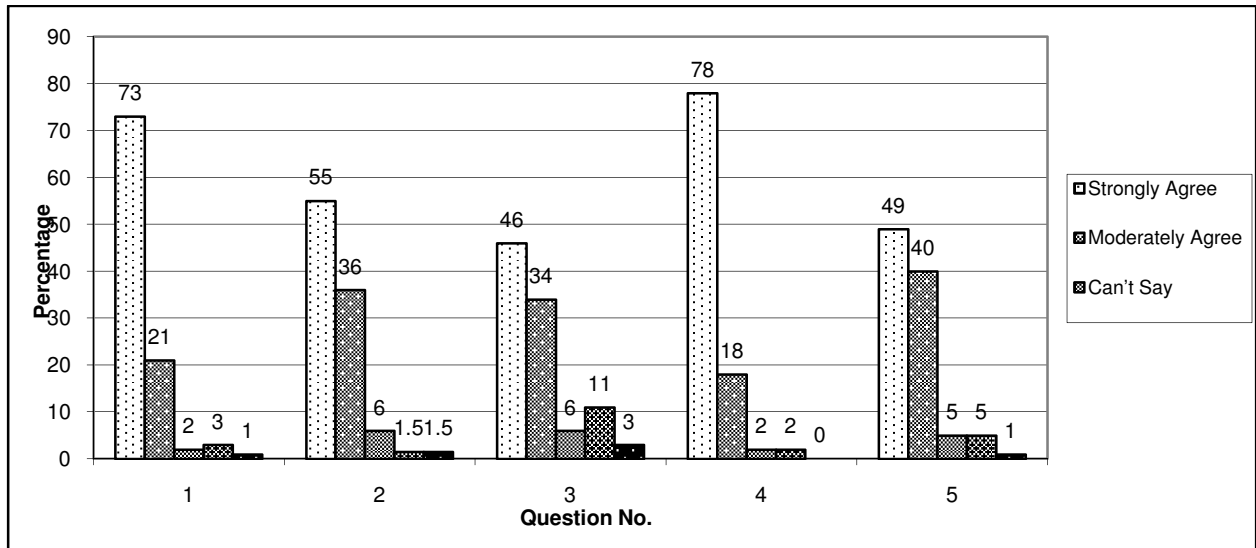


Figure 1: Teamwork Practices (Percentage-wise)

Table value of chi-square is 26.20 and the computed value is 60.0868 which means that there is significant difference in opinion amongst the respondents. (Ref. Table 1 & Figure 1).

On an average, about 60% of respondents strongly agreed the overall functioning of Teamwork Practices; followed by 30 % of the respondents moderately agreed the same. This shows that there is a high value of Teamwork practiced in the organizations under study. However, 4% of them did not make any comment on this issue followed by a low 5 % of them moderately disagreed and a very low 1% of them strongly disagreed. Average score value 1.43. The responses are summarized in Table 2 & Figure 2.

Table 2: Teamwork Practices-(Overall-average)

Teamwork Practices	Strongly Agree	Moderately Agree	Can't Say	Moderately Disagree	Strongly Disagree	Total
Respondents	76	37	5	6	2	126
Percentage	60	30	4	5	1	100

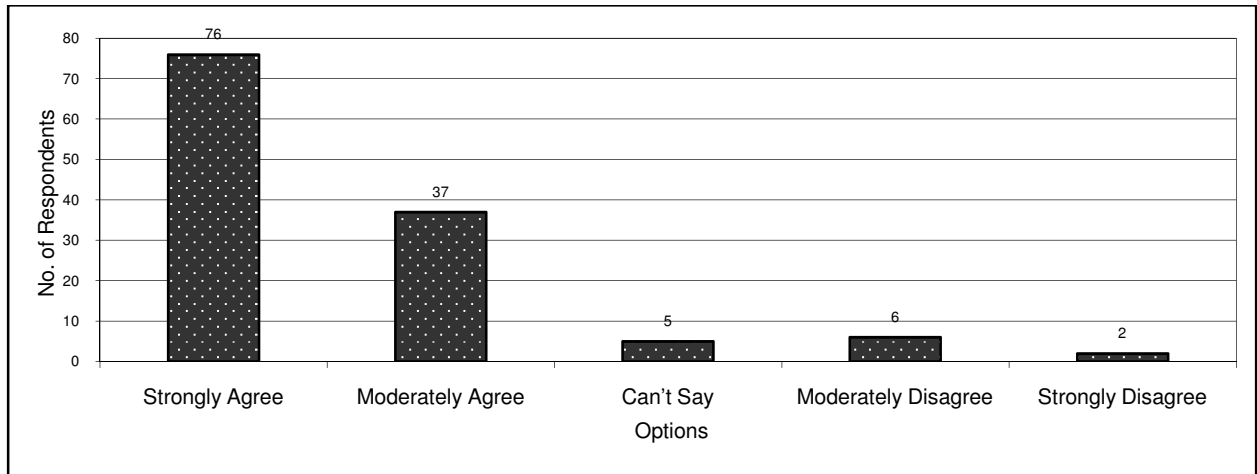


Figure 2: Teamwork Practices (Overall-average)

The overall score value in teamwork practices is very high by having the score value of 1.62, 1.40, 1.09, 1.71, and 1.33 respectively with the average score of 1.43 in the concerned questions. It is an indication of good teamwork practices in the organizations studied. The responses are summarized in Table 3 & Figure 3.

Table 3: Teamwork Practices-(Score-wise)

Factor	Q.No.1	Q.No.2	Q.No.3	Q.No.4	Q.No.5	Average
Teamwork Practices (Score-wise)	1.62	1.40	1.09	1.71	1.33	1.43
Percentage-wise	81	70	55	86	67	72

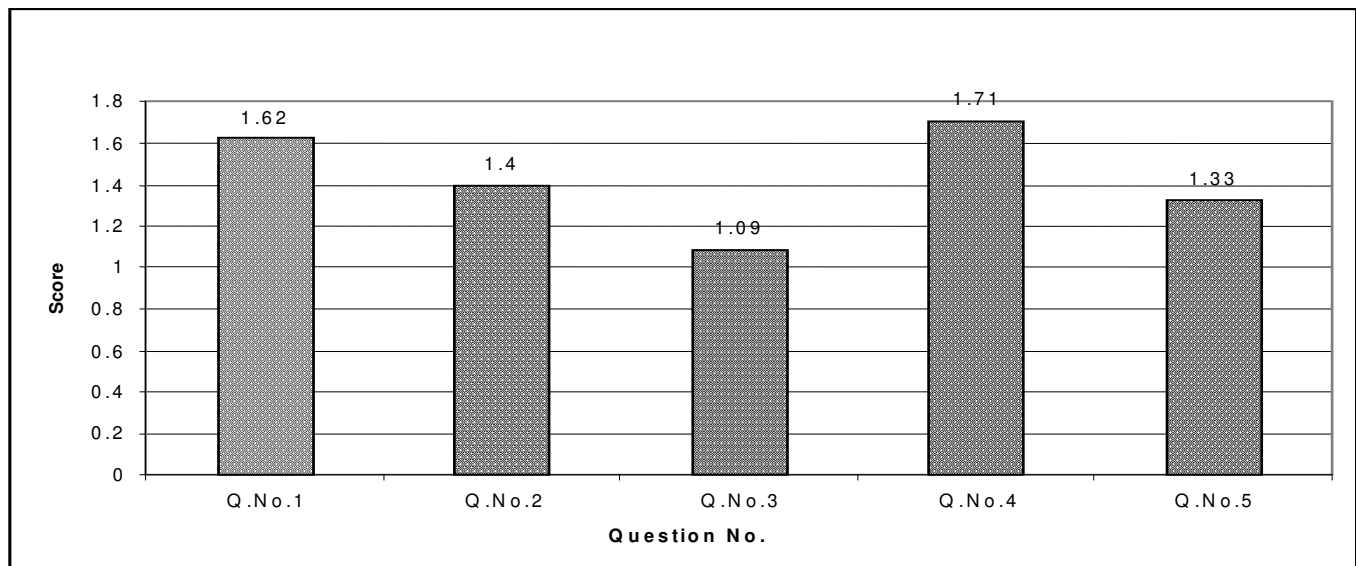


Figure 3: Teamwork Practices (Score-wise)

Teamwork Effectiveness

A reasonably high 77% of respondents strongly agreed that whenever they are required to work as a team member, they try to give their best to make the team successful; followed by 17 % of them who moderately agreed for the same. This shows that there is a “high level of contribution among employees” whenever there is a formation of Teamwork. Score value 1.70 acknowledges the same. The responses are summarized in Table 4 & Figure 4.

Table 4: Teamwork Effectiveness-(Percentage-wise)

Q. No.	Questions	Strongly Agree		Moderately Agree		Can't Say		Moderately Disagree		Strongly Disagree		Total		Score
		Respon-dent	Perce-ntage	Respon-dent	Perce-ntage	Respon-dent	Perce-ntage	Respon-dent	Perce-ntage	Respon-dent	Perce-ntage	Respon-dent	Perce-ntage	
1	Whenever I am required to work as a team member, I try to give my best to make the team successful.	97	77	22	17	5	4	2	2	0	0	126	100	1.70
2	I like to create a team to do the work more effectively.	78	62	39	31	6	5	3	2	0	0	126	100	1.52
3	The most important factor that gives me enjoyment while working in a team is that there is no “bossism”.	71	56	45	36	5	4	5	4	0	0	126	100	1.44
4	I trust my team members for taking decisions because I feel that a group decision is better than a decision taken by me alone.	78	62	35	28	9	7	3	2	1	1	126	100	1.48
5	All the members of the team in which I work are highly co-operative which gives our team a competitive edge.	61	48	49	39	12	10	3	2	1	1	126	100	1.32
Total		385	305	190	151	37	30	16	12	2	2	630	500	7.46
Average		77	61	38	30	8	6	3	3	0	0	100	100	1.49
D.F		16.00												
Table Value of Chi-square		26.20												
Computed Value of Chi-square		30.0137												
Status - Significant														

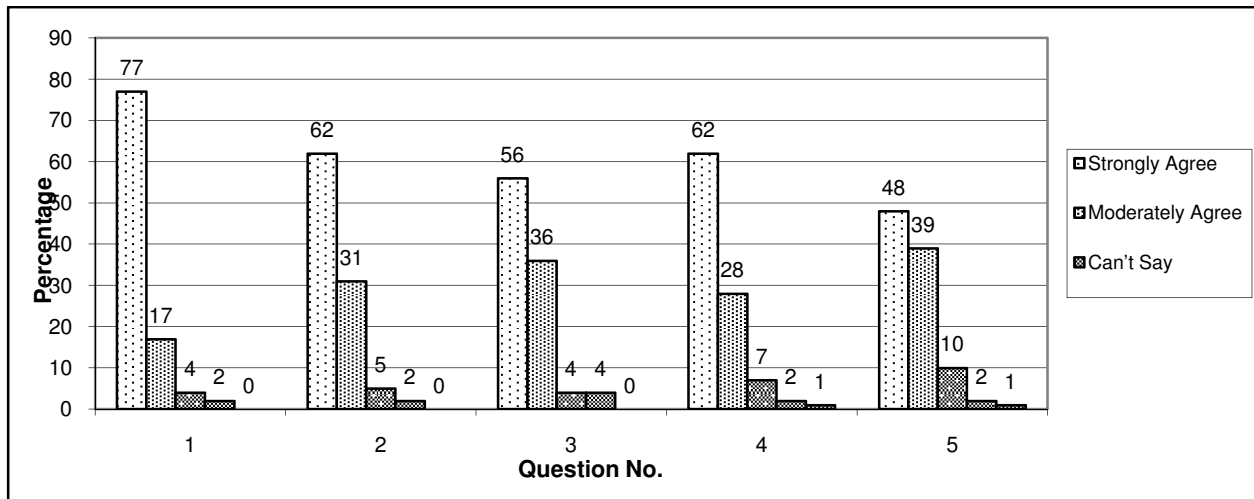


Figure 4: Teamwork Effectiveness (Percentage-wise)

A reasonably high 62% of respondents strongly agreed that they like to create a team to do the work more effectively; followed by 31 % of the respondents who moderately agreed for the same. This shows that there is a “common tendency to create Teamwork” wherever it is applicable and there is a strong belief that Teamwork results in a better out put. Score value 1.52 acknowledges the same. The responses are summarized in Table 4 & Figure 4.

About 56% of respondents strongly agreed that the most important factor that gives them enjoyment while working in a team is that there is no “bossism”; followed by 36 % of the respondents who moderately agreed for the same. This shows that the “team leadership seems to be co-operative, approachable, unified commitment and collaborative climate”. Score value 1.44. The responses are summarized in Table 4 & Figure 4.

On an average, about 62% of respondents strongly agreed that they trust their team members for taking decisions because they feel that a group decision is generally better than a decision taken by an individual alone; followed by 28 % of the respondents who moderately agreed for the same. This result indeed is a proof of “Team Effectiveness” as far as decision-making is concerned. Score value 1.48. The responses are summarized in Table 4 & Figure 4.

About 48% of respondents strongly agreed that all the members of the team in which one work are highly co-operative which gives their team a competitive edge; followed by 39% of the respondents who moderately agreed for the same. This result indeed is an “evidence of togetherness” among the members concerned. Moreover it builds a strong social connection. Hence the Team Effectiveness. Score value 1.32. The responses are summarized in Table 4 & Figure 4.

Table value of chi-square is 26.20 and the computed value is 30.0137 with the significant difference in opinion amongst the respondents. (Ref. Table 4 & Figure 4).

About 61% of respondents strongly agreed the overall Teamwork Effectiveness; followed by 30 % of the respondents who moderately agreed for the same. This shows that there is a high value of Teamwork Effectiveness in the organizations under study. Average score value 1.49. The responses are summarized in Table 5 & Figure 5.

Table 5: Teamwork Effectiveness-(Overall-average)

Teamwork Practices	Strongly Agree	Moderately Agree	Can't Say	Moderately Disagree	Strongly Disagree	Total
Respondents	77	38	8	3	0	126
Percentage-wise	61	30	6	3	0	100

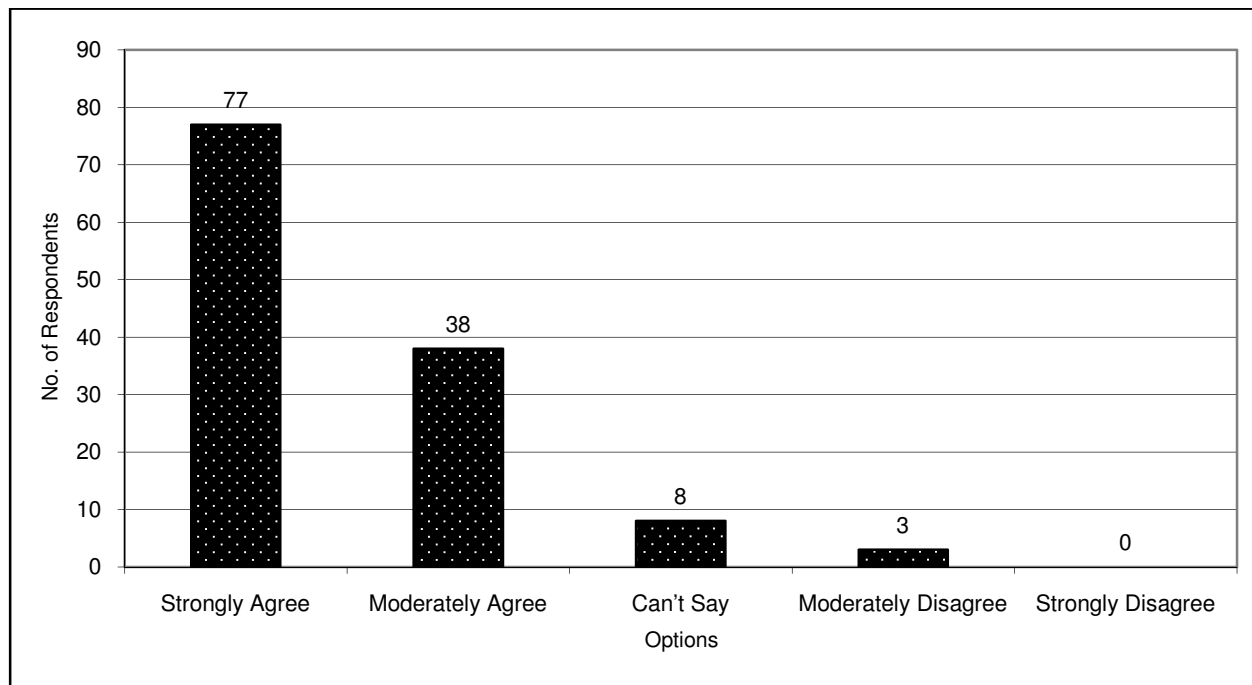


Figure 5: Teamwork Effectiveness (Overall-average)

The overall score value in teamwork effectiveness is very much satisfactory by having the score value of 1.70, 1.52, 1.44, 1.48, and 1.32 respectively with the average score of (1.49) in the concerned questions. It is an indication of good teamwork effectiveness in the organizations studied. The responses are summarized in Table 6 & Figure 6.

Teamwork Practices vs Teamwork Effectiveness

Test of Hypothesis No. 1

Table 6: Teamwork Effectiveness-(Score-wise)

Factor	Q.No.1	Q.No.2	Q.No.3	Q.No.4	Q.No.5	Average
Teamwork Effectiveness (Score-wise)	1.70	1.52	1.44	1.48	1.32	1.49
Percentage-wise	85	76	72	74	66	75

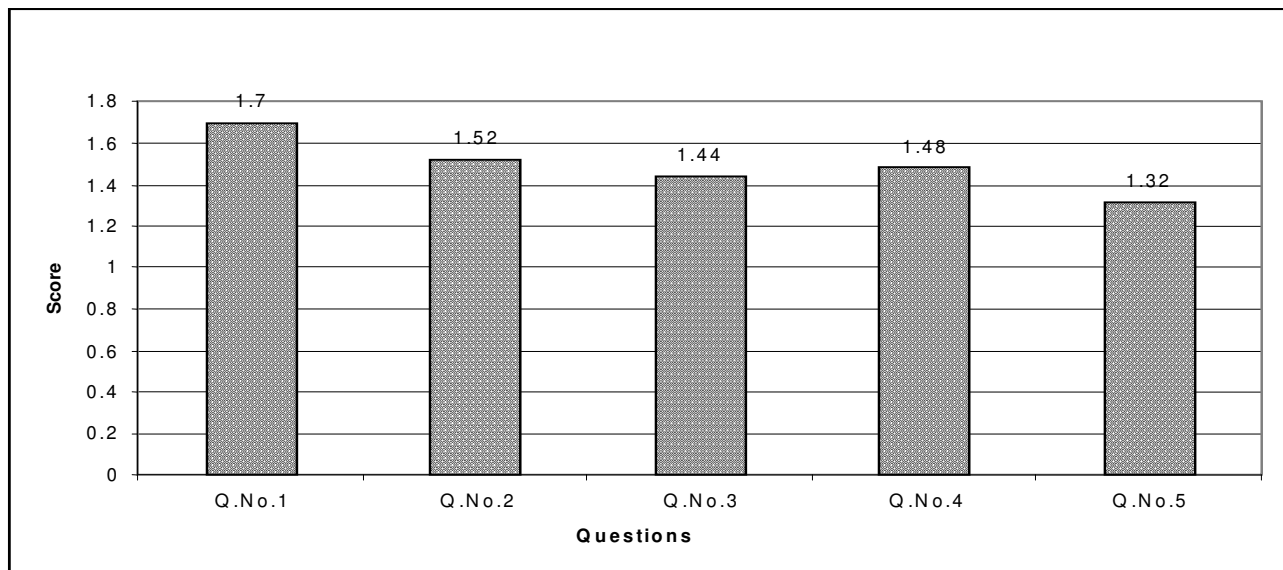


Figure 6: Teamwork Effectiveness (Score-wise)

As per hypothesis (no.1) teamwork practices has higher score value than teamwork effectiveness. This hypothesis has been disproved by getting average higher score value in teamwork effectiveness (score 1.24) than in teamwork practices (score 1.19). However, the difference between these two scores is 0.06 which is very much minimal (Ref. Table 7 & Figure 7).

Table 7: Teamwork Practices vs. Teamwork Effectiveness-(Score-wise)

Q. No	Teamwork Practices vs. Teamwork Effectiveness (Score-wise)			
	Teamwork Practices	Teamwork Effectiveness	DIFFERENCE	
			Teamwork Practices	Teamwork Effectiveness
1	1.62	1.70	-	0.08
2	1.40	1.52	-	0.12
3	1.09	1.44	-	0.35
4	1.71	1.48	0.23	-
5	1.33	1.32	0.01	-
Total	7.15	7.46	-	0.31
Average	1.43	1.49	-	0.06

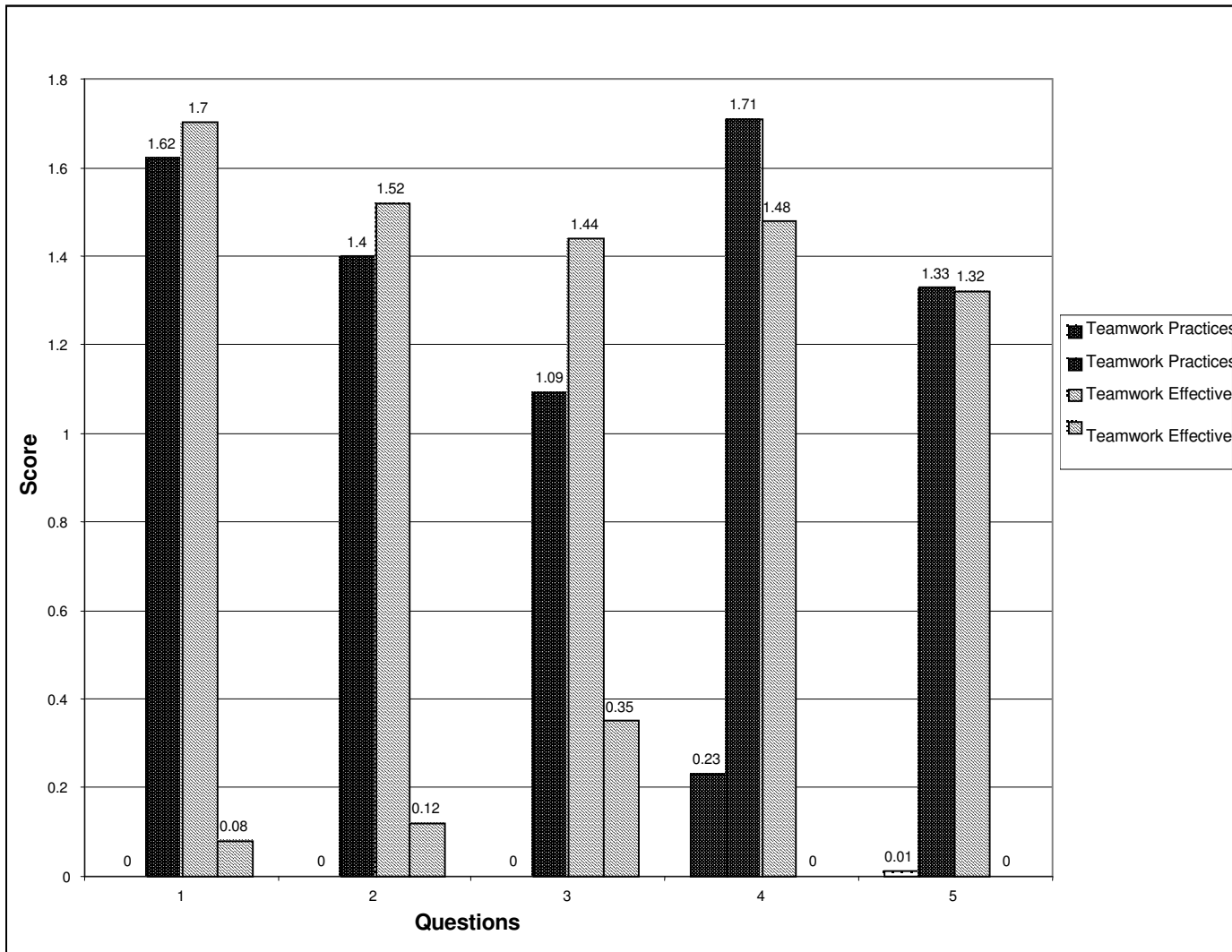


Figure 7: Teamwork Practices vs. Teamwork Effectiveness-(Score-wise)

Test of Hypothesis No. 2

As per hypothesis (no.2), teamwork practices have a positive impact on teamwork effectiveness. The present study prove this statement by having a satisfied overall score value in teamwork practices (1.43) and even in teamwork effectiveness (1.49). Hence, it has a direct impact on teamwork effectiveness (see Table 1 & 4).

Test of Hypothesis No. 3

As per hypothesis (no.3) enriched workforce is instrumental to teamwork effectiveness. As per this statement the received score values are generally satisfactory in teamwork practices and teamwork effectiveness. Hence, the hypothesis is proved to be correct (see Table 1 & 4).

Conclusion

Today organizations realize the importance of teamwork and the synergetic effort greatly. Wherever possible job should be allotted to the team which gives faster and brighter results. This could be made possible by strengthening the working environment in such a way that the hierarchical bindings among team members would be minimized and on the other hand, trust and cooperation apart from coordination should be strengthened. There's no need for team members to get acquainted with one another or establish shared values, mutual accountability, or group norms. Instead, the team can hit the ground running and help the company as business opportunities arise (Groysberg and Abrahams 2006). Teamwork effectiveness would also be made stronger by inviting the willful contributions of the members concerned by avoiding bossism and encouraging group decisions. This results in a competitive edge for the team. Star performers don't operate in a vacuum; they operate as part of a team, and their success stems at least in part from their team relationships. The advantages of long-standing relationships and trust help an experienced team make an impact much faster than could a group of people brought together for the first time.

Recommendations

Teamwork Practices (TP)

Wherever possible, allot the work to a team where the "synergetic effort" could prevail, which results, in the maximum output. It is the human tendency to work in a team, which gives more enjoyment than to work alone. One of the important factors to work in a team is to maintain the ego states among the team members. The other important factor to work in a team is to earn trust from amongst members.

It is the matter of appreciation to note that most of the respondents agreed that there is a high level of co-operation apart from co-ordination among team members. Co-ordination is formal and mandatory for the systematic functioning and it is more official. With co-operation, co-ordination makes a wonderful mix in getting the work done in a fruitful way and for the success of the teamwork such co-operation along with the co-ordination is very much necessary. The present study finds the same and it is the good omen for the effective teamwork.

Teamwork Effectiveness (TE)

Team members' willful contribution and involvement is the secret of teamwork effectiveness. This is only possible once the team members give their best for the same. The general tendency of the employees to create a team is, to do the work more effectively and to create synergetic atmosphere. In order to get the smooth functioning of the teamwork, team members generally equalize themselves as far as the efficiency and degree of contribution are concerned. In order to have it so, there should not be any hierarchical bindings amongst different team members.

One of the important features of management function is decision-making and the present study proves that the group decision is generally better than a decision taken by self. Co-operation along with co-ordination among team members is important for the fruitful result of teamwork.

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