



Team Effectiveness a Key to Success – An Empirical Study

D. Maharani

Department of Cooperation, Vellalar College for Women, Erode Tamilnadu, INDIA

Available online at: www.isca.in, www.isca.me

Received 1st July 2014, revised 10th August 2014, accepted 21st September 2014

Abstract

The team work with well structured goals and objective leads to success. It can be observed in this paper that the success of the team is being determined by different factors viz., team atmosphere, Relationships among the team members, flow of communication, direction of the top management and team leaders, objectives of organisation and the team, roles of individual members in the team. Each of the above six areas are contributed by a good number of variables. They are explained under proper heads. In course of analysis each variable was divided into five for measurement purposes namely, very often, often, indifferent, rarely and very rarely. The main aim of the study was to know the effectiveness of the study team using core variables and to offer suitable suggestions for improvement. The present study is an empirical study consists of 60 samples out of 120 working employees to the tune of 50 per cent of the population. Both the Primary and secondary data collected using structured interview questionnaire from sample respondents and the reference books, journal articles, E-Books and E-Journals company websites and in person from company records has been used for the study. Simple percentages, tabular analysis, Likert's five point scale and Kolmogorov – Smirnov One Sample Test have been used for analysis. It has been found from the scaling techniques that a highest rate of 43 per cent respondents has expressed that the team atmosphere was often comfortable, 47 per cent respondents felt that they are often having good relationship in the team, 42 per cent respondents revealed that often they have an effective communication with one another in the team, a highest number of 43 per cent of respondents expressed that effective direction in the team were often being given, a good amount of 40 per cent of respondents felt that often they were aware about the team objectives and a majority of 48 per cent respondents were often conscious on their role in the team. It concludes that there is some difference of opinion on effective team atmosphere, good relationships, and effective communication, and good direction, objectives in the study team and roles among the team members in the study team. It has been suggested that the team spirit must be strengthened through mutual understanding exercises, trust worthiness exercises, recognition of the team members. The importance of leadership development spirit must be nurtured among the team members. The overlapping of the team must be avoided by making boundaries and clear cut determinant of role of the team members.

Keywords: Team Effectiveness Success organization.

Introduction

All business organizations in this post modern environment are striving for their sustainability. Only those organizations which have an efficient team of workforce are excelling in their performance. An organization's performance profoundly depends on team work. Team works are increasingly becoming an essential component of organizations across industries¹. Effective teamwork can only be sustained, however, if it is supported by a process of team learning². Therefore organizations in this competitive world should be very much emphatic in managing team work because; a single man's effort cannot always bring conquest in an organizational context because an organisation is collective of number of individual members. Therefore the present study looks in to elements which are contributing to the effectiveness of a team work.

Statement of the Problem: It can be observed above that there are enormous number of studies in different organizational

settings and various contexts. Such studies in Tamil Nadu setting and that too in Non Banking Finance Company (NBFC) sector have been observed little attention. Therefore the researcher have opted the topic for the present study. In this paper that the researcher wanted to know what are the factors determining the effectiveness of the team in accomplishing the organizational goals? And also the author urged to know the level of influence of following factors such as team atmosphere, relationships among the team members, flow of communication, direction of the top management and team leaders, objectives of organisation and the team, roles of individual members in the team. These are a few questions for which the researcher wanted to know the answers. Hence the study.

Objectives of the Study: The study has been conducted with the following objectives: i. To study the effectiveness of the study team using core variables. ii. To offer suggestions for improvement.

Methodology

The present study is an empirical study that seeks knowledge/information about the variables such as Team Atmosphere, relationships, Communication, Direction, objectives and roles.

Sample Size: The study unit consists of 120 employees among them a sample of 60 respondents were selected at random. Since the employees are homogenous in terms of function duties and responsibilities a good representative sample of 50 per cent are elicited.

Data type: Both the Primary and secondary data has been used for the study. Secondary data has been collected from the company websites and in person from company records. The data used for providing theoretical inputs was elicited through various sources such as reference books, journal articles, E-Books and E-Journals.

Tools for Data Collection: The primary data was collected freshly by the researcher for the study through the structured interview questionnaire. The questionnaire was administered with questions regarding personal profile information of the respondents.

Tools used for Analysis:

Percentage: Thus collected data has been analyzed with simple percentages using tables and charts. Percentages are used to compare the relative terms, in the distribution of two or more series of data. By use of percentage analysis the outcome of the analysis i.e., the drawn inferences can be easily generalized and thereby meaningful comparison can be made. The percentages are calculated using the following formula:

Percentage of respondents = (No. of respondents / Total respondents) * 100

Likert's Rating Scale: The variables regarding team effectiveness has been analyzed using Likert's five point scale. Thus the views of team members have been put to analysis by assigning scales thereby the useful inferences are drawn on different core variables.

Table-1
Scale of Variable and Scores Allotted

Scales	Very Often	Often	Indifferent	Rarely	Very Rarely
Scores	5	4	3	2	1

Kolmogorov-Smirnov One Sample Test: To test the Hypothesis K-S Test is used in this study. This test is used to test the goodness of fit.

D=the highest Absolute Difference between Observed proportion and Null Proportion

Theoretical Background and Profile of the Study Area: Team

Definition: A team is defined as a complex entity with excellent communication, leadership, work procedures and interpersonal relations³. Collectives, who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies, maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity⁴. Notably, some of the key elements of this definition are that work teams have some level of interdependence and operate in an organizational context that influences their functioning. Therefore, a team is a highly-developed group that has learned to work together to achieve its goals. Team members explore possible methods to work together, try out these methods and then revise and refine them. Teams also differentiate from committees, groups of co-workers and other groups.

Team Effectiveness: Nieva, Fleishman and Rieck (1978) used a motivational approach by defining team effectiveness as "the goal directed behaviours /activities/functions accomplished by the team in performing the task"⁵ therefore we can view the team effectiveness as the goal directed behaviour of a group of people towards achieving or accomplishing a pre determined goal. Team effective focuses on Input-process-outcome. Inputs describe antecedent factors that enable and constrain members' interactions. These include individual team member characteristics (e.g., competencies, personalities), team-level factors (e.g., task structure, external leader influences), and organizational and contextual factors (e.g., organizational design features, environmental complexity). These various antecedents combine to drive team processes, which describe members' interactions directed toward task accomplishment. Processes are important because they describe how team inputs are transformed into outcomes. Outcomes are results and by-products of team activity that are valued by one or more constituencies⁶. Broadly speaking, these may include performance (e.g., quality and quantity) and members' affective reactions (e.g., satisfaction, commitment, viability).

Profile of the Organisation: Sakthi Finance Ltd is a Non Banking Financial Company (NBFC) since 1955 which is part of Sakthi Group of Companies based at Coimbatore, South India. The company is one of the leading NBFCs engaged in Commercial Vehicle financing. Sakthi Finance Ltd sustains continuous growth momentum without deviating from its founding Principles of Trust.

Results and Discussion

The factors selected for this study are i. Team Atmosphere, ii, Relationships iii. Communication, iv. Direction, v. Objectives, vi. Roles. Each of the above six areas is contributed by a good number of variables. They are explained under proper heads. In course of analysis each variable was divided into five for measurement purposes namely, Very often, Often, Indifferent, Rarely, Very rarely.

Table-2
Variables for Team Effectiveness

Scales	Team Atmosphere		Relationships		Communication		Direction		Objectives		Roles	
	Respon dents	%	Respon dents	%	Respon dents	%	Respon dents	%	Respon dents	%	Respon dents	%
Very Often	21	35	22	37	19	31	19	32	20	33	17	28
Often	26	43	28	47	25	42	26	43	24	40	29	48
Indifferent	9	15	7	12	13	22	12	20	11	18	8	13
Rarely	3	5	2	3	2	3	2	3	4	7	5	9
Very Rarely	1	2	1	2	1	2	1	2	1	2	1	2
Total	60	100	60	100	60	100	60	100	60	100	60	100

Team Atmosphere: It is evident from the table that a highest rate of 43 per cent respondents have expressed that the team atmosphere is comfortable often, followed by 35 per cent respondents with Very often. The respondents who were under indifferent category constitute 15 per cent. The respondents who felt rarely and very rarely constitute respectively of 5 per cent and 2 per cent. It inferred that a most of the respondents are comfortable with their team atmosphere. It indicates a healthy hand of team effectiveness.

Relationships: The table shows that 47 per cent respondents felt that they are often having good relationship in the team, followed by 37 percent of respondents with very often category. There was about 12 per cent were indifferent. Only a least per cent of respondents (2) felt it as very rarely and 3 per cent respondents are under rarely. It may be inferred that the majority of team members felt that there existed a good interpersonal relationship in their team. It is a good symbol of an effectiveness of team.

Communication: It is clear from the table that 42 per cent respondents revealed that they often communicated with one another in the team, followed by 31 per cent respondents with very often and 22 per cent respondents were under indifferent. Only 3 per cent respondents felt rarely and 2 per cent respondents expressed as they communicate very rarely. The above results reveal that there is a smooth flow of communication between the team members within the team of study area which helped them to complete their task quickly by the team members. It leads and facilitate the team effectiveness.

Area IV: Direction: It can be viewed from table that a highest number of 43 per cent of respondents expressed that often there was an effective direction being given in the team, followed by 32per cent respondents with the category of very often. A minimum of 22per cent respondents viewed that the directions were rarely given. It can be inferred that a majority of the respondents felt that good direction is provided to the team members which facilitate the team effectiveness.

Area V: Objective: From the total of 60 respondents, a highest number of 40 per cent of the respondents felt that they were often aware of the objectives of the team, followed by 33per

cent respondents expressed that they were very often, 18 per cent of respondents said that they were indifferent to the objectives of the team. It can therefore be concluded that the team has concentration on team objectives. It take the team to attain the goals of the organisation easily.

Roles: It is evident from the table that as high as 48 per cent respondents in the team were often on their role, while 28 per cent respondents were very often conscious on their role. Only 2 respondents felt very rarely. It is understood that a majority of respondents are having clear knowledge on their role and more conscious in the team. It can be viewed as a good sign of team effectiveness.

Testing of Hypothesis: The testing the hypothesis is a process of test of significance which concerns with the testing of some hypothesis regarding a parameter of the population on basis of statistic from the sample. In this study, Kolmogorov-Smirnov test was used to test the hypothesis. This test is concerned with the degree of agreement between a set of observed values and the values specified by the null hypothesis.

Hypothesis-1: Null Hypothesis (H₀): There is no difference in ratings on Team atmosphere among the team members.

Alternative Hypothesis (H₁): There is difference in ratings on Team Atmosphere among the team members.

Hypothesis-2: Null Hypothesis (H₀): There is no difference in ratings on Relationships among the team members.

Alternative Hypothesis (H₁): There is difference in ratings on Relationships among the team members.

Hypothesis-3: Null Hypothesis (H₀): There is no difference in ratings on Communication among the team members.

Alternative Hypothesis (H₁): There is difference in ratings on Communication among the team members.

Hypothesis-4: Null Hypothesis (H₀): There is no difference in ratings on direction among the team members.

Alternative Hypothesis (H₁): There is difference in ratings on direction among the team members.

Hypothesis-5: Null Hypothesis (H₀): There is no difference in ratings for Objective among the team members.
Alternative Hypothesis (H₁): There is difference in ratings for Objective among the team members.

Hypothesis-6: Null Hypothesis (H₀): There is no difference in ratings for Roles among the team members.
Alternative Hypothesis (H₁): There is difference in ratings for Roles among the team members.

Table-3
Test Variables and Their Scores

Team Atmosphere						
Difference in Opinion	Observed numbers	Observed Proportion	Observed Cumulative Proportion	Null Proportion	Null Cumulative Proportion	Absolute Difference Observed and Null
Very Often	21	0.35	0.35	0.2	0.2	0.15
Often	26	0.43	0.78	0.2	0.4	0.38
Indifferent	9	0.15	0.93	0.2	0.6	0.33
Rarely	3	0.05	0.98	0.2	0.8	0.18
Very Rarely	1	0.017	0.997	0.2	1.0	0.003
The largest absolute difference is 0.38 which is the Kolmogorov-Smirnov D value.						
Relationships Among the Team Members						
Very Often	22	0.37	0.37	0.2	0.2	0.17
Often	28	0.47	0.84	0.2	0.4	0.44
Indifferent	7	0.12	0.96	0.2	0.6	0.36
Rarely	2	0.03	0.99	0.2	0.8	0.19
Very Rarely	1	0.02	1.01	0.2	1.0	0.01
The largest absolute difference is 0.44 which is the Kolmogorov-Smirnov D value.						
Communication Among the Team Members						
Very Often	19	0.32	0.32	0.2	0.2	0.12
Often	25	0.42	0.74	0.2	0.4	0.34
Indifferent	13	0.22	0.96	0.2	0.6	0.36
Rarely	2	0.03	0.99	0.2	0.8	0.19
Very Rarely	1	0.02	1.01	0.2	1.0	0.01
The largest absolute difference is 0.36 which is the Kolmogorov-Smirnov D value						
Direction Among the Team Members						
Very Often	19	0.32	0.32	0.2	0.2	0.12
Often	26	0.43	0.75	0.2	0.4	0.35
Indifferent	12	0.2	0.95	0.2	0.6	0.35
Rarely	2	0.03	0.98	0.2	0.8	0.18
Very Rarely	1	0.02	1.00	0.2	1.0	0.00
The largest absolute difference is 0.35 which is the Kolmogorov-Smirnov D value.						
Organizational Objective Among the Team Members						
Very Often	20	0.33	0.33	0.2	0.2	0.13
Often	24	0.4	0.73	0.2	0.4	0.33
Indifferent	11	0.18	0.91	0.2	0.6	0.31
Rarely	4	0.07	0.98	0.2	0.8	0.18
Very Rarely	1	0.02	1.00	0.2	1.0	0.00
The largest absolute difference is 0.33 which is the Kolmogorov-Smirnov D value.						
Roles of Team Members						
Very Often	17	0.28	0.28	0.2	0.2	0.18
Often	29	0.48	0.76	0.2	0.4	0.36
Indifferent	8	0.13	0.89	0.2	0.6	0.29
Rarely	5	0.08	0.97	0.2	0.8	0.17
Very Rarely	1	0.02	0.99	0.2	1.0	0.01
The largest absolute difference is 0.36 which is the Kolmogorov-Smirnov D value						

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is difference in ratings for Team Atmosphere among the team members is accepted. From above test it can be concluded that there is significant difference of opinion on effective team atmosphere among team members.

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is significant difference in ratings on Relationships among the team members is accepted. From above test it concludes that there is significant difference of opinion on relationships among team members.

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is difference in ratings for Communication among the team members is accepted. From above test it can be concluded that there is significant difference of opinion on effective communication among team members.

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is difference in ratings for direction among the team members is accepted. From above test it can be concluded that there is significant difference of opinion among team members on good direction.

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is difference in ratings for objective among the team members is accepted. From above test it concludes that there is significant difference of opinion among team members on objectives in the study team.

The critical value of D at an alpha of 0.05 is $1.36/\sqrt{n}$. In this Sample $n=60$. So, $D = 1.36/\sqrt{60} = 0.17$. As the calculated value exceeds the critical value of 0.17, the null hypothesis is rejected. Therefore the alternative hypothesis that there is difference in ratings for Roles among the team members is accepted. From the above test it can be concluded that there is some difference of opinion among team members on Roles in the study team.

Findings: i. A highest rate of 43 per cent respondents has expressed that the team atmosphere is comfortable often. ii. 47 per cent respondents felt that they are often having good relationship in the team. iii. 42 per cent respondents revealed that often there has been an effective communication with one

another in the team. iv. A highest number of 43 per cent of respondents expressed that effective direction in the team were often being given. v. A good amount of 40 per cent of respondents felt that often they were aware about the team objectives. vi. A majority of 48 per cent respondents were often conscious on their role in the team.

Findings from K-S Test: With regard to the relationship between coaching and team performance, the results are equivocal with some showing a positive influence⁷ and others showing no influence.

To conduct research on work teams in the organizational context, the team has to be treated as the primary level of analysis⁸. The following are the Findings of the Parametric Test. His comment illustrates the notion that teams operate in contexts that facilitate or hinder their functioning. Moreover, contexts can be distinguished in terms of features of the embedding organizational system, as well as features of the larger environment outside of the organization. i. It concludes that there is some difference of opinion on effective team atmosphere among team members. ii. It concludes that there is some difference of opinion on good relationships among team members. iii. It concludes that there is some difference of opinion on effective communication among team members. iv. It concludes that there is some difference of opinion among team members on good direction. v. It concludes that there is some difference of opinion among team members on objectives in the study team. vi. It concludes that there is some difference of opinion among team members on Roles in the study team.

Based on the percentages scored by the variables under five point scales, it is strongly concluded that the above variables have positively influencing for achievement of the team effectiveness.

Conclusion

At its core, interdependence describes the “extent to which team members cooperate and work interactively to complete tasks”. Although prominent in many definitions of organizational teams⁹, researchers have continued to call for empirical work to include considerations of interdependence.

Suggestions: i. The team effectiveness depends on the whole hearted involvement of the team members. The involvement comes from the team spirit of the members. Therefore, the team spirit must be strengthened through mutual understanding exercises, trust worthiness exercises, recognition of the team members. ii. The effective leadership leads to the achievement of the team effectiveness. The importance of leadership development spirit must be nurtured among the team members. iii. The objectives of the team must be disclosed to the outsiders of the team. It helps to the easy attainment of the team effectiveness. iv. In the study team, there must be some overlapping and conflict especially on the roles. It must be

avoided by making boundaries and clear cut determinant of role of the team members.

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