

A Study on Team Building for quality of work life

A. JACKULIN, Research scholar, Bharathiyar University.
Dr. T. SUGANTHALAKSHMI, Assistant Professor, Anna University.

Abstract

Every Organization has certain objectives or goals which it strives to accomplish. In order to do so, people work together in groups. The activities of each of these individuals and groups are coordinated by authority-responsibility relationships. These are determined on the basis of the hierarchy of the jobs. This is what we mean by 'Organization'. Such clearly marked relationships help to ensure effective work performance. Some of the commonly used definitions of the terms are given here, so as to draw a clearer picture of the term and its use.

In Organizational change, a basic problem involved is the change of the attitudes of people in such a way that under changed conditions, they are effective. If there is an attempt to change an individual alone, he is merely placed into role conflict because his peers, staff specialists and others retain the same role expectations of him. A Job change is fully supported only when the job's entire role set is revised to support the change. In the 1960s, new and integrated type of method known as Organizational Development (OD) originated to bring change in the entire organizational aspect.

Among the earliest intervention in Organization development, the change programs help people gain individual skills and knowledge, interpersonal competence, work through interpersonal conflicts and development of effective groups. Thereby Team building is directed towards improving group effectiveness and the ways in which member of teams work together and equipping them to handle its own ongoing problem.

Key Words: Team Buliding, Quality of work life, Organisational development, job, performance.

Introduction:

Teams are most common in work organization and enduring work group. Teams are work units in which people perform tasks together as part of their job assignment. 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 Team Work. A Task team is a cooperative small group in regular contact that is engaged in coordinated action. The frequency of team members interaction and the teams ongoing existence

make a task team clearly different from either a short-term decision making group or a project team in a matrix structure.

[1] **“Team Building”** refers to the process of establishing and developing market and the ever increasing specialization and division of labor. It is a method of organizational effectiveness at the team level by diagnosing barriers to team performance and improving inter team relationships and task accomplishment.[2,14] Team building analyses the activities, resource allocations and relationships of a group or team to improve its effectiveness. This technique can be used to develop a sense an existing or permanent team comprising of a manager and his/her subordinates often called a family group and a new group made through a merger or other structural changes in the organization or formed to solved a specific problem called the special group.[3,13] The net effect is that individuals are now required to work with many different groups of people in their professional as well as personal lives. Joining a new group and immediately being expected to get along with them is somewhat unnatural – historically humans have worked and lived in close-knit, static societies. As such, people have had to develop methods to help people adapt to the new requirements.[4] All kinds of people, from investment bankers to catering staff and session musicians, face the same difficulties. Since people are often asked to work in groups, considerable attention has been focused in OD on Team building. It aims at improving intra and inter-group effectiveness. The activities considered in team building typically include goal setting, development of interpersonal relations among group members, role analysis to analyse each members role and responsibilities and team process analysis.

[5,12]The Purposes of team building are: (i) To set goals or priorities (ii) To analyse / allocate the way work is performed (iii) To examine the way a group is working and its process (iv) To examine the relationships among people doing the work. The primary goal of team building activity is task accomplishment and maintenance of inter personal relationships is secondary.

Review of literature:

Rodley C. Pineda et al (2006) conducted a study on **“Goal attainment, satisfaction and learning from teamwork”** and the results of the study reveal that while practicing specific team work process activities those who engaged in transition and interpersonal tasks developed a more positive attitude toward teamwork and felt that they learned significantly from their teamwork experience.

Eric Molleman et al (2006) in his article **“The Impact of team and work characteristics on team functioning”** and they seeked to strengthen the theoretical foundation of team and distinguished three types of team characteristics as global, shared and compositional attributes and they illustrated the importance of including worker, team and work characteristics

Miller (2003) conducted a study on **“Influence of team-building exercises on group attraction”** and the results of the study reveal that synchronized teamwork which is supported by a healthy communication environment becomes a primary means by which organizational decisions are made, strategy is developed and performance is measured. The Current study proposes that group attraction increases after individuals engage in team building exercises. This investigation explores the influence of team building exercises on group attraction.

Verena Veneeva, Professional writer working for <http://www.coursework4you.co.uk> (Robbins & Coulter, 2002) conducted a study on **“Ensuring effective team work in organization”** and the results of the study reveal that it is imperative to first build an effective team and second to motivate them in various monetary and non monetary ways to gain maximum output and that effective teamwork can be achieved through effective team building which increases flexibility and speed as task is being done by more than one individual with different skills, effective use of diverse workforce is possible where more innovative ideas and efficient decision making is more probable.

Gibbons et al (1999) conducted a study on **“Team Building through Physical Challenges”** and the results of the study reveal that the enhancement of positive self concept has been identified as a key benefit of participation in team building programs among middle school students in physical education settings and the participation increased student perceptions of athletic competence and global self worth but that effects were significantly greater for males than females.

Objectives of the study:

- ❖ To Know the personal profile of the employees
- ❖ To Find out the aptitude for team building among the employees
- ❖ To Analyze the effectiveness of team development in the organization among the employees
- ❖ To Learn the level of commitment of employees towards working in a team
- ❖ To Analyse the inter-personal dimension in teamwork

Purpose of the study:

[6,11]Organizations face multiple challenges and threats today-threats to effectiveness, efficiency and profitability, challenges from turbulent environments, increased competition and challenging customer demands and the constant challenge to maintain congruence among organizational dimensions such as technology, strategy, culture and processes. Keeping organizations healthy and viable in today’s world is a daunting task.

[7,10] Individuals in organizations likewise face multiple challenges. A variety of solutions exist and Organization Development (OD) is one of them. Basically, OD is a process for teaching people how to solve problems, take advantage of opportunities and learn how to do that better and better overtime. As the term suggests, OD is about developing (improving) organizations. But it is also about developing individuals. This dual focus is a unique strength of OD.

Further the need for the study emphasized on the OD intervention technique of Team Building and understanding the effectiveness of building teams in organization to achieve targets.

Research Design:

A Research design is a logical and systematic plan prepared for directing a research study. It specifies the objectives of the study, the methodology and techniques to be adopted for achieving the objectives. It is the program that guides the investigator in the process of collecting, analyzing and interpreting observations. The Researcher adopted the Descriptive Research design for the study which is a fact- finding investigation with adequate interpretation.

Pre-Test:

Respondents were selected randomly and questionnaire was distributed in order to increase the validity of the questionnaire as well as the whole research process and the required changes were further made. The modified Questionnaire were used for the present study.

Selection of Area:

The area selected to do the project was Suguna Poultry Farm Ltd, Coimbatore. The reason for the selection was because of the company growth in the recent years and it was a flourishing one thereby the study could be beneficial for the researcher.

Sampling Procedure:

[8,9] A Sample design is a plan for drawing a sample from a population which is an important part of a research design or plan. It refers to the techniques or the procedure the researcher would adopt in selecting items for the sample.

The Researcher selected Suguna Poultry Farm Ltd Company for the study. The Company consists of 150 total employees in the Corporate office and among them all the 50 respondents from the Executive level only were taken from 11 departments using Census method.

Tools for Data Collection:

Questionnaire was used to collect the data. The Questionnaire was prepared by the researcher which consists of personal details and other relevant questions based on the objectives related to the topic.

Data Collection:

Data are facts and other relevant materials, past and present, serving as bases for study and analyses. The search for answers to research questions is called collection of Data. The Data was collected by the researcher during the period from November to December 2007.

Sources of data:

The Sources of data may be classified into Primary sources and Secondary sources. Primary sources are original sources or first-hand information from which the researcher directly collects data that have not been previously collected. Secondary sources are readymade and readily available where the form and content are shaped by others.

Analysis of Data :

Analysis means a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationships among the variables relating to it. The Analysis of data is the most skilled task in the research process which calls for the researcher's own judgement and skill.

The Purpose of data analysis is to summarize large mass of data into understandable and meaningful form making exact descriptions, identification of the causal factors and drawing of reliable inferences from observational data. The Transcription was done manually on a transcription worksheet to make tabulation process easier which summarizes raw data and displays them on compact statistical tables for further analysis.

Definition of the term used:

(a) Organization Development:

Organization Development is the systematic application of behavioral science knowledge for the purpose of improving productivity, efficiency, effectiveness and overall health of the total organization.

(b) Team Building:

“Team Building” refers to the process of establishing and developing market and the ever increasing specialization and division of labor. It aims at improving intra and inter group effectiveness which includes Goal setting, development of interpersonal relations among groups, role analysis to analyse each members roles and responsibility and team process analysis.

Limitations of the Study:

- ❖ The Study done by the researcher was among the Executive level in the Company where all the 50 respondents in this level were taken for the study.
- ❖ The Findings of the study is not generalized since the data was collected from only one Company.

Difficulties Encountered:

- ❖ For the purpose of data collection, the approval of the questionnaire from the management got delayed.
- ❖ Due to the process and schedule of the managers, the trainee found some difficulty in the interaction for receiving inputs needed for the study.

Data analy

DISTRIBUTION OF ASSOCIATION BETWEEN EXPERIENCE AND EFFECTIVENESS OF TEAM DEVELOPMENT

S. No.	Effectiveness		Total	Percentage %	
	Low	High			
Experience					
1.	Less than 1 Year	2	3	5	10
2.	1 – 3	14	16	30	60
3.	3 – 6	5	6	11	22
4.	6 – 10	3	1	4	8
TOTAL		24	27	50	100

Degree of Freedom = 3

 $\chi = 1.108$

Table Value = 7.82

Among the 30 respondents there is high effectiveness of team development with 16 of them with 1-3 years of experience, among the 11 respondents high effectiveness remains in 6 of them with 3-6 years of experience, among the 5 respondents, 2 of them with less than 1year experience has also the effectiveness and among the 4 respondents only 1 of them with 6-10 years of experience has effectiveness of team development.

DISTRIBUTION OF ASSOCIATION BETWEEN AGE AND APTITUDE FOR TEAM BUILDING

S. No.	Aptitude		Total	Percentage %	
	Low	High			
Age					
1.	20 – 30	17	20	37	74
2.	31 – 40	6	5	11	22

3.	Above 40 years	1	1	2	4
TOTAL		24	26	50	100

Degree of Freedom = 2

$\chi^2 = 0.239$

Table Value = 5.99

Among the 37 respondents, 20 of them between the age group of 20-30 have a high aptitude for team building among the 11 respondents, 5 of them between the age group of 31-40 have got high aptitude and among the 2 respondents one of them above 40 years have high aptitude for team building.

Hypothesis

There is an association between Age and Aptitude for team building

Calculated value of $\chi^2=0.239$ is less than the table value 5.99 with 2 as degree of freedom at 5% level of significance.

Therefore the hypothesis is accepted.

Hypothesis

There is an association between experience and effectiveness of team development

Calculated value of $\chi^2=1.108$ is less than the table value 7.82 with 3 as degree of freedom at 5% level of significance.

Therefore the hypothesis is accepted.

DISTRIBUTION OF ASSOCIATION BETWEEN MARITAL STATUS AND LEVEL OF COMMITMENT OF EMPLOYEES

S. No.	Level of commitment of employee Marital Status	Low	High	Total	Percentage %
		1.	Single	17	18
2.	Married	8	7	15	30
TOTAL		25	25	50	100

Degree of Freedom = 2

$\chi = 0.095$

Table Value = 5.99

Among the 35 respondents who are single 18 of them have a high level of commitment and 17 of them with low commitment and among the 15 respondents who are married 7 of the have a high level of commitment and 8 of them with low level of commitment.

Hypothesis

There is an association between marital status and level of commitment of employees

Calculated value of $\chi^2=0.095$ is less than the table value 5.99 with 2 as degree of freedom at 5% level of significance.

Therefore the hypothesis is accepted .

FINDINGS

The Data collected from 50 respondents have been analyzed and the major findings of the study are presented in this chapter as follows:

- ❖ A high majority of respondents (ie) 74 percent belong to the age group of 20-30 years.
- ❖ It is inferred that 80 percent of the respondents are male.
- ❖ Nearly one third of the respondents belong to the Human resource department.
- ❖ It can be inferred that 30 percent of the respondents are from the designation- Executive Accounts.
- ❖ A high majority of respondents (ie) 70 percent are single.
- ❖ It is inferred that among the 50 respondents, 32 respondents adopt Nuclear family.
- ❖ An absolute majority (ie) 60 percent of the respondents have done their PG education.
- ❖ It can be inferred that 54 percent of the respondents receive their monthly income between 10,000-20,000.
- ❖ An absolute majority (ie) 60 percent of the respondents have 1-3 years of experience in the organization.
- ❖ Nearly 50 percent of the respondents have high aptitude for team building.
- ❖ Nearly 50 percent of the respondents have high effectiveness of team development.
- ❖ Among the 50 respondents, exactly half of them have high level of commitment towards working in a team.
- ❖ It can be inferred that among 37 respondents, 17 of them between the age group of 20-30 have high aptitude for team building.
- ❖ It is inferred that among the 30 respondents, 14 of them with 1-3 years of experience have high effectiveness of team development than people with more years of experience.

- ❖ It can be inferred that among the 35 respondents, 17 of them who are single have high level of commitment than the married individuals.
- ❖ There is an association between age and aptitude for team building.
- ❖ There is an association between experience and effectiveness of team development.
- ❖ There is an association between marital status and level of commitment towards working in a team.
- ❖ There is an association between marital status and effectiveness of team development.

SUGGESTIONS

The Researcher gave some of the suggestions after conducting this present study.

- ❖ The Company could extend support to effectively train and enhance the trainees in the core development areas and a make them competent thereby benefitting the individual and the society for a better future ahead.
- ❖ Some team building programs can be practiced to bring about a change in the organization thereby increasing the group interaction.
- ❖ The Performance of teams in the organization can be evaluated to bring about a positive climate among the team members.

CONCLUSION

Among the earliest intervention in Organization development, the change programs help people gain individual skills and knowledge, interpersonal competence, work through interpersonal conflicts and development of effective groups. Thereby Team building is directed towards improving group effectiveness and the ways in which member

of teams work together and equipping them to handle its own ongoing problem. I conclude with the sayings of James. B. Miller,

“A Team will out-perform a group of individuals everytime”...and

“Team Building makes it happen”...

Reference

1. Cummings.G.Thomas and Worley.G.Christopher,(2004), **‘Organization Development and Change’**, 8th Edition.
2. French.L.Wendell and Bell.H.Cecil, Jr, **‘Organizational Development, Behavioural Science Interventions for Organization Improvement’**, 6th Edition.
3. Krishnaswami.O.R and Ranganathan.M, (2006), **‘Methodology of Research in Social Sciences’**, Himalaya Publishing House.
4. Murugesan.S and Dr.Raja.Narayana.P.N,(2005), **‘HR Concepts’**.
5. Nair.N.G and Nair Latha (2004), **‘Personnel Management and Industrial Relations’**, S.Chand & Co Ltd
6. Newstrom.W.John,(2002), **‘Organization Behaviour’**, 9th Edition, Tat McGraw Hill,
7. Newstrom.W.John,(2007), **‘Organization Behaviour: Human Behaviour at work’**, 12th Edition, Tata McGraw Hill.

8. Prasad.L.M,(2006), '**Organization Behaviour**', Sultan Chand & Sons.
9. Robbins.P.Stephen, (2003), '**Organizational Behaviour**', 10th Edition, Prentice Hall of India Pvt Ltd
- 10.Rao.Subba.P,(1999), '**Essentials of Human Resource Management and Industrial Relations (Text and Cases)**', Second revised edition, Himalaya Publishing House.

Website :

11. www.sugunapoultry.com
12. www.referenceorbusiness.com/management/str-ti/teams-and-teamwork.html



A. JACKULIN, is B.Tech graduate with specialization of Information Technology and MBA with specialization of Human Resource and system. Her exposure in industries having handled various assignments in marketing, communication, entrepreneurship, development and customer service, has helped her gain an indepth understanding of business perse.



Dr. T. SUGANTHALAKSHMI is presently working as Assistant Professor in department of management studies Anna University, regional center, Coimbatore. She has done M.B.A., M.C.A., M.Phil., PhD., She has over 19 years of teaching experience, produced 8 Ph.D., in management studies, 2 books published, 32 papers published international journals. She paly an active role in research and student guidance.

A. JACKULIN, is B.Tech graduate with specialization of Information Technology and MBA with specialization of Human Resource and system. Her exposure in industries having handled various assignments in marketing, communication, entrepreneurship, development and customer service, has helped her gain an indepth understanding of business perse.