

CHAPTER 1

1

INTRODUCTION & RESEARCH METHODOLOGY



CHAPTER 1: INTRODUCTION

The first chapter is about the introduction concerning the topic of the recent study and information about the definition, concept, factors and theories of team climate and its association with team effectiveness and organizational development.

INTRODUCTION:

The workplace is shifting fast as organization responds the vast difference due to changing in social, economic and technological changes occurring which affect the organization effectiveness. To compete with this changing scenario an organization need to provide attention on workforce and transform them into effective teams. Focusing on the current scenario this study emphasis on the primary concern to highlight areas of team climate and team effectiveness for organizational development. Considering the aspects to learn people's behavior in a team which may be influenced by team climate prevailing within the teams. Further, focus on understanding the different aspect of team climate which may help the practitioner to attention on several factors that cover the team effectiveness facets which can be value-added in relation to team climate perception to make team more effective.

1.1. SOCIAL WORK PERSPECTIVE

This study has considered the base of group and group work from the social work viewpoint through analyzing the theories of group from the social work literature which refer the social system comprising of "two or more individual" with their status and role relationships with one another and a set of norms or values which regulate the attitudes and behaviors of the members in matters of significance to the group. Thus group is a collection of people who work on certain common tasks, and the social group worker provides a cordial environment (agency setting) to accomplish those tasks in terms of interdisciplinary group or team" Carlton (1984). In the technique of working with groups, members perform specific tasks and develop environments where members can share common thoughts, practice fruitful relationships. Entering group formation process so that members are capable to support each other, take accountability and team up on shared tasks, and involves practical abilities on the part of HR practitioner.

According to Saini (1975), “industrial social work” was defined as an organized way of assisting individuals and groups towards a better-quality adaptation to work situation. The industrial social worker helps to implement “Group work techniques” in certain group situations to develop the group (team) to reach their efficiency and objectives through a proper development. This understanding of Groupwork help in their participation with families, communities, networks, teams and organisation, containing multi-professional and interprofessional areas of practice, and the systems that support these structures in direction to maximize the opportunity for change, growth and development that group work can offer.(Trevithick, P.,2005,p.102.)

According to Desai (1979), the challenge is faced by the ‘social work profession’ to utilize its skill and knowledge to the fields in new and innovative ways to “increase productivity” and organizational effectiveness. (Desai, 1979, n.d.). According to Moorthy (1974), the term 'social work intervention' usually describes work undertaken with individuals, families, groups and communities. Methods like ‘Counselling, group work, social research and community development and planning’, need assessment and other such social work techniques can be used by business and industry to increase productivity and overall organizational effectiveness. (Moorthy, 1974, n.d.). “Social case work” applied as a method for counseling the individual to provide her or him for better “social relationships and a social adjustment” that for getting better results and outcome for the individuals. (Parmar.A and Patel.C. 2014, p.315). According to Cartwright and Zander (1953) found that teams can work effectively together because of “positive group climate” due to their “personal relations” that they form norms and principles that they all share together in a group. Today, the production or sales of goods that is management’s concern but with that currently the ‘social climate’ within the organization, the “work culture and the mental health” of the workers are of equal concern. (Lippitt and White, 1953, Mishra., 1994, Edward and Charles, 2001, p. 1551.)

The emphasis on industrial social group-work as an appropriate form of intervention where people share difficulties and want or are required, to find ways of resolving them through better understanding and researching areas of team climate for team effectiveness. The viewpoint of Turner and Evans (2004) stated that the idea shared through personal experience is a respected and is important resource in achieving change is in direct conflict with the philosophy followed in the organizations in which most of the social work is

practiced 'service industries' and manufacturing industries that have found social work skills in human interactions in the workplace economically resourceful using an "outcome approach". (Turner and Evans 2004, p. 56). Thus, theoretical base of this study has been drawn from social group work insight about workgroups or teams which are the key intermediate within which an informally shared climate is expected to change and sustain the active social relationship of work-related issues. (Anderson and West, 1998:237). Further it was noted, knowledge of group work theory and practice can inform other aspects of social work practice, and provide practitioners with a framework from which to 'understand, critically examine, assess, and apply' (TOPSS, 2004). Abramson (1990) suggests that as a team leader, social workers enhance team functioning by "(a) creating an atmosphere in the team that is conducive to problem solving; (b) identifying obstacles to problem solving; and (c) developing an administrative structure for the team" (p. 53)

1.1.2. HUMAN RELATION APPROACH FOR GROUP DYNAMICS:

In the 1920s and 1930s, the rise of unions and another worker in the organizations showed that there were problems with people's relationship to work. This led to an increased attentiveness in the societal aspects of work and the progress of the Human Relations Movement. "The Hawthorne studies—research was designed to survey how surrounding factors such as lighting and work breaks affected work performance...accidentally raised questions about whether "social relations in work" could be ignored (Mayo, 1933, p.25). The studies revealed that social (social climate) factors had a critical impact on performance. In certain cases, because individuals were being studied, they tried to perform better ("the Hawthorne Effect"). For illustration, research based on the bank wiring room displayed that informal group norms had impact on the performance of work groups members (Sundstrom, et.al, 2000, p: 285-286). In addition to the considerable impact on the productivity of these informal work group norms, "work groups" were able to effectively implement norms, with positive or negative well-being to the organization. (Nielsen et.al (2013), Sundstrom, and Halfhill, 2005, pg.285). The present study tried to understand surrounding team climate in terms of social relation and participative safety between team members. The values and attitude that affects the team effectiveness through team performance considering the human relation approach as a base.

1.1.3. SOCIAL WORK EDUCATION INTERMEDIATION FOR UNDERSTANDING EFFECTIVE TEAMWORK.

Social work education helps to prepared social workers for implementing their fieldwork knowledge and skills on interdisciplinary teamwork within various sectors such as health care sector, Service sector and Manufacturing industrial units. The collective practice skills related to social work which helps to enhance team functioning; however, in order to maximize team effectiveness, social workers need to be attentive of the definite skills that they can bring to a team as a member or leader. As a team member, Social workers are accomplished in all of the fields and can empower the “team working” by assisting in relations to “communication”, “cooperation”, “compromise”, “motivation” and “coordination” within the team. (Skidmore, 1995). Social workers have been documented in the literature as playing a “critical role in developing teams.

Some of the factors that support the impact of social work on teams include:

Social work values and ethics: When the profession’s belief in Individual dignity and self-determination becomes active on a team, individual as team members’ have rights for fundamental consideration in the team’s intervention for their development for the success of the team and achieving targeted objectives. Thus Social workers should take conceit in their attentiveness towards creating interdisciplinary teamwork within the organization and have assurance in their potential contribution to increasing the quality of service received for organization development. This will help the HR practitioners to emphasis on developing effective teams through conceptual clarity of Team climate and its role in team effectiveness.

1.2. DEFINING GROUPS AND TEAMS

Several researchers have used different approaches in defining the group and teams as collections of people, groups, or teams that vary as per the features are examined for specific study. Although many researchers tried to distinguish between groups and teams still there is misunderstanding to comprehend distinctly the groups and teams, since teams and groups share a lot of characteristics (e.g., Guzzo, 1996), and that small group research offers insight into the “understanding of teams”(e.g., Tannenbaum, Beard, and Salas, 1992,p.9). According to Katzenbach and Smith,(2003) group defines as “... group relies

primarily on the individual contributions of its members for group performance, whereas a team strives for an comprehensive influence that is slow but concrete to what its team members could accomplish in their individual roles” (Katzenbach and Smith, 2003, p. 88-89).The study highlighting on understanding the difference between team and group but still several types of research showed common characteristics of group and team but its social climate may slightly vary as per individual roles.

1.3 DEFINITION OF TEAMS

Each person has his/her own definition of what a team means. Some people think any group working together can be called a team; whereas, others perceive team as in its values, such as cooperating and helping each other such as sports teams.

1. According to Hackman (1990, p.249) defined “team as two or more people with different tasks, who work adaptively together to achieve specified shared goals.”

According to **Salas et al, (1992)**, meaning indicates a “team is a distinct set of two or more individuals who work together enthusiastically, interdependently, and adaptively toward a common and valued goal, who are assigned specific roles or functions to perform,” and who have a limited life-span of participation (**Salas et al., p. 4**).

2. According to Guzzo and Dickson (1996:308),“work group implies a larger social system, such as organization. It consists of interdependent individuals, due to the tasks they perform, and view themselves and are viewed by others as a social unit.”

3. As per the definition, Cohen and Bailey (1997) stated that...

A team is a “collection of individual who are interdependent in their tasks”, who share responsibility for outcomes, who see themselves and who are seen by others as an interrelated social entity embedded in one or more larger social systems (e.g., Business unit or the firms) and who manage their associations across organizational limits. (p.242)

4. According to Katzenbach and Smith (2003, p.45),

A team can be defined as: “A small number of individuals with complementary skills, who are committed to a common purpose, performance goals, and approach” for which they hold themselves mutually accountable.

1.4. CONCEPT OF TEAM.

Researcher has tried to conceptualize the meaning of team taking into consideration the key components and characteristics of the team. A team can be defined as (a) two or more “individuals” who (b) “socially interact” (face-to-face or, increasingly, virtually); (c) possess one or more” common goals”; (d) are brought together to “perform organizationally relevant tasks”; (e) exhibit “interdependencies” with reference to workflow, goals, and outcomes; (f) have diverse “roles” and responsibilities; and (g) are together surrounded in an organizational system, with limitations and linkages to the broader system context and “task environment”. (Alderfer, 1977; Hackman, 1990,p.249; Cohen and Bailey, 1997 p.241; Kozlowski and Bell, 2003; Kozlowski et al., 1999; Guzzo and Dickinson 1996,p 308, Salas et.al. 1992 ,p.4, Salas , Dickinson, Converse, and Tannenbaum, 1992,p.9).

1.5. PURPOSES OF TEAMS:

Organizations use teams in a variety of ways. Because of this variety, there are many ways of “classifying teams”. These classifications help to explain the psychological and organizational differences among “different types of teams”. One important distinction is the relationship of the team to the organization. “Teams vary depending on how much power and authority they are given by organizations”. Woodcock and Francis, 1981, p.31)

1.6. HOW TEAMS ARE USED BY ORGANIZATIONS

According to Levi D. (2000) Teams are used to serve a variety of functions for organizations. The everyday tasks of organizations can be moved to teams (e.g., factory production teams, airline crews). Teams can be designed to deliver and deal with specific problems. For instance, teams might be created to advise improvements in work procedures, and to accomplish coordination problems by linking different parts of organizations. Budget or planning committees might be composed of members from several departments, for example. Finally, teams can act as catalyst to change organizations by planning for the future or handling changes. Obviously, teams may be interdisciplinary. Contemporary engineering teams are teams composed of members of an organization whose task is to manage the design, manufacturing, and marketing of new products.” Being

in a contemporary engineering team is part of the routine act of the team working in research and development. However, other members of the team are there on a “part-time, temporary basis to deal with coordination, specific problems, and execution of change.” Research and development staff may define the characteristics of a new product, while representatives from other departments may comment on issues related to production and marketing. (pg. 5-6). Thus considering specific roles within the team the present research considered to understand types of work teams and their different activities and to correlate their climate in which they are working.

1.7. TYPES OF TEAMS IN MANUFACTURING INDUSTRIES:

There are numerous researches which have studied types of teams. According to **Mohrman et al. (1995 p.20)** also identify four types of teams: **work teams, integrating teams, - management teams, and improvement teams.**

“Work team” definition, in that this teams accomplish the work (provide products/services) that is central to the organization’s purpose.

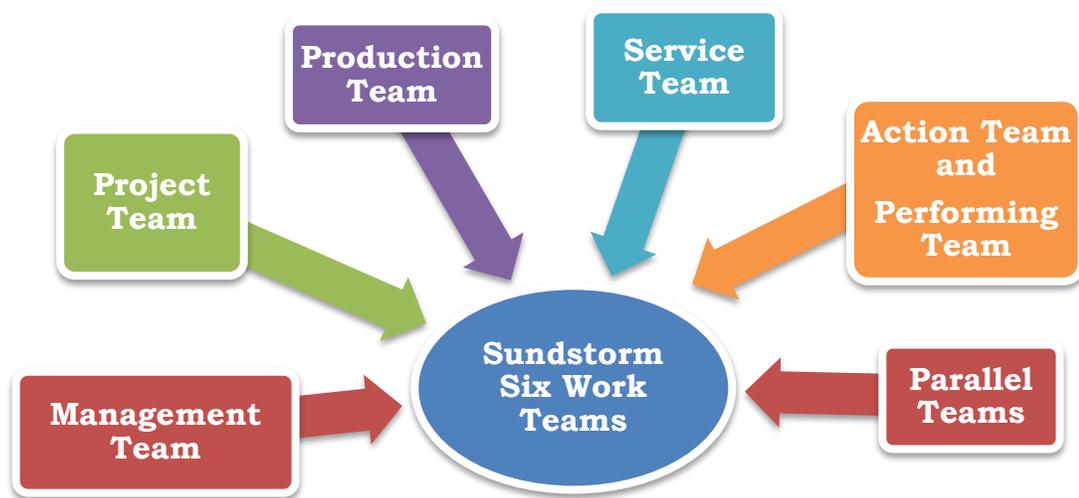
“Integrating teams” are accountable for ensuring that work across different parts of the organization coordinated properly.

“Management teams” are a distinctive type of mixed team with the obligation for dealing with the design and performance of a unit or units. “Improvement teams” are liable for creating and improving the organization’s processes and systems, such as process redesign teams and quality improvement teams, which is comparable to the responsibilities of Cohen and Bailey’s project teams.

According to Cohen and Bailey (1997, p.243) also categorize teams into four groups: work teams, parallel teams, Project teams and Management teams.

According to Sundstrom (1999a, 1999b, pg 20-21) categorizes six types of work teams: management teams, project teams, production teams, service teams, action and performing teams, and parallel teams.

Figure 1. Types of Work Teams



(Source: Sundstrom, 1999a, p: 20-21)

“Management teams” are involved of managers and their direct reports who work together, plan to improve policy, or manage the activities of organizations. “Project teams” such as research and engineering teams that are experts come together to achieve a definite task within distinct period. “Production teams” which comprises front-line employees who are performing the duties and responsibility for manufacturing as outputs, such as industrial unit teams repeatedly manufacture or assemble products. “Service teams” are made up of employees who conduct repeated transactions with customers. “Service teams” which are composed of maintenance crews and food services do repeated dealings with customers; “Action and performing teams” consist of extremely trained individuals that “conduct complex tasks, time-limited engagements, challenging environments in delivering task for which teams maintain specialized skill” such as entertainment groups, surgery teams, the performances that are repeated under new conditions and that require specialized skills and extensive training or preparation. “Parallel teams” are normally temporary teams that work outside of, but in parallel with, the primary procedures of improvements to the organization’s processes and systems. A parallel team such as employee involvement groups and advisory committees that provide suggestions or recommendations for changing an Organization.” (Sundstrom, 1999a, pp. 20-21).

According to Mohrmann et.al. (1995), Cohen and Bailey (1997,p.243), Sundstrom, (1999a), put an effort to examine types of teams in their studies and the present study endeavors the conceptual understanding of types of teams from some studies reviewed that is considered for the study and understand the basic of types of teams available in manufacturing industries. Evolving such dimensions is key to categorizing the changing “factors that determine the effectiveness of different types of teams”. Identifying these factors which will enable researchers and to design and develop interventions that encourage team effectiveness for different teams. Understanding different factors considered as a hindrance or which are influencing team effectiveness for different types of teams will enable theoretical progress to provide team interventions. This concern currently signifies a major gap in the previous researches so far and noticeably limits our ability to develop essential applications and interventions planned to enhance team effectiveness.

1.7. I WORKTEAMS

According to Sundstrom the Work teams (also referred to as production and service teams) are continuing work units accountable for producing goods or providing services for the organization. The work team from the literature point of view it was observed that work team seems to have a stable membership, usually full-time, and well-defined (Cohen and Bailey, 1997, p.243). These teams are conventionally headed by a supervisor who instruct what work is done, who does it, and in what way is it performed. Work teams are efficiently used in industrial sectors such as mining and apparel and service based sectors such as accounting which utilize audit teams. For illustration, Banker, Field, Schroeder and Sinha (1996) reported as the impact of work team on manufacturing performance, using longitudinal study of employees in an electro-mechanical assembly plant under controlled conditioned for inter-team difference, they found a significant impact on both quality and labor productivity and reduction of absenteeism. May, D. R. and Schwoerer, C. E. (1994) concluded that “work teams offer dynamic potential to help organizations succeed in accomplishing their goals” (p. 863). Thus it is significant to comprehend work teams.

I.1 WORK TEAM CHARACTERISTICS

1.7. Ia. TEAM COMPOSITION

“Team composition” is mentioned in several models of work teams. (e.g., Campion et al., 1993); one characteristic that falls under this study is the flexibility of team with various assignments, that is, the magnitude to which team members can fill in for each other when required, working as interdisciplinary teams for problem-solving.

1.7. Ib. TEAM STRUCTURE

According to (Campion et.al. 1996) “Team structure” includes the features of self-management and involvement in team decision making. “Self-management” denotes to the authority given to teams to manage themselves (plan, organize, motivate, and control), schedule work (set goals, pace of work), make product-related decisions (inventory, quality control), and select new team members and “Involvement” discusses the empowerment and voice within the teams to say something for betterment of teams.

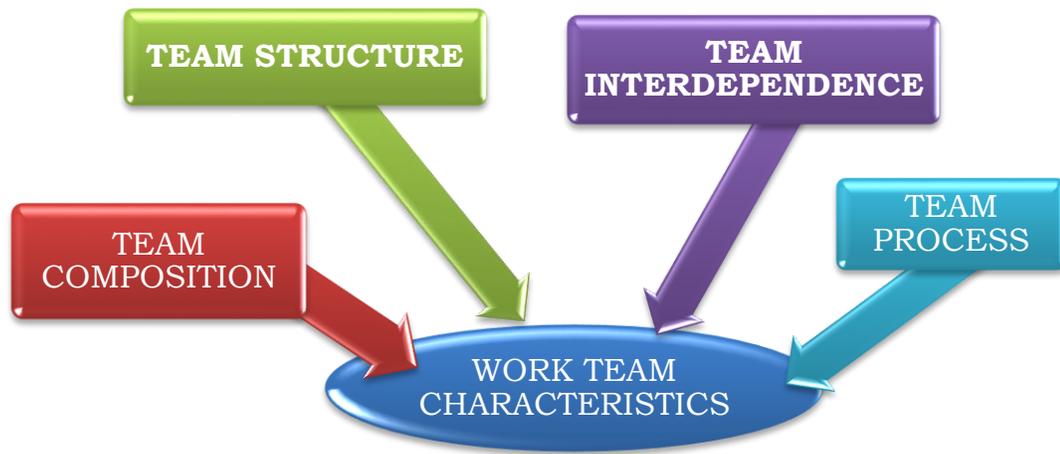
1.7. Ic. TEAM INTERDEPENDENCE

Campion and his colleagues (Campion et al., 1993, 1996) found that team effectiveness was connected to three aspects of interdependence: “goal interdependence, task interdependence, and outcome interdependence”. “Goal interdependence” refers to the extent to which team goals are connected to individual goals and team members are expected to meet both sets of performance goals. “Task interdependence” refers to the extent to which team members interact and depend upon each other for materials or information to accomplish their work, whereas “outcome interdependence” refers to the extent to which individual outcomes and rewards are linked to group performance (Campion et al., 1993, 1996:430).

1.7. Id. TEAM PROCESS

Campion and his colleagues recognized “workload sharing” as a team process feature is related to effectiveness (Campion et al., 1993, 1996:431). “Workload sharing” meant as sharing between the individual’s self-interest and the interests of the team; this concept is closely related to that of social loafing or free-riding in that the lower the level of workload sharing, the higher the level of perceived social loafing. The team functioning gets smooth due to workload sharing and develops belongingness.

Figure 2. Work Teams Characteristics



(Source: Campion et al., 1993, 1996).

1.8 DESIGNING EFFECTIVE TEAMS

According to Daniel Levi, (2001) incorporated “designing an effective team” means taking decisions about “team composition” (who should be on the team), team size (the total number of people on the team), and “team diversity” (should team members be of similar background, such as skills and knowledge, or of different personal and professional backgrounds). Thus, Teams can be collection of various tasks, from problem-solving to generating creative and innovative ideas to managing the daily operations of a manufacturing plant.it totally depends on organization how they want the teams should be and can develop them as per the requirement of the situation in the organizations.

1.9. HOW LARGE TEAM SIZE SHOULD BE?

When deciding team size, a good rule of thumb is a size of 2 to 20 members. The most of the teams are comprises of 10 members or less because the larger the team, the tougher to coordinate and interact as a team. With fewer individuals, team members are more able to work as per the common plan of action. They have a clearer understanding of roles. Some tasks, however, require larger team sizes because of the complexity of the task and skills. In those cases, the best solution is to create sub teams where one member from each sub-team is a member of a larger coordinating team. The association between team size and performance seems to determine by the level of task interdependence. (Levi, 2001).

1.10. ORGANIZATIONAL BENEFITS OF TEAMS

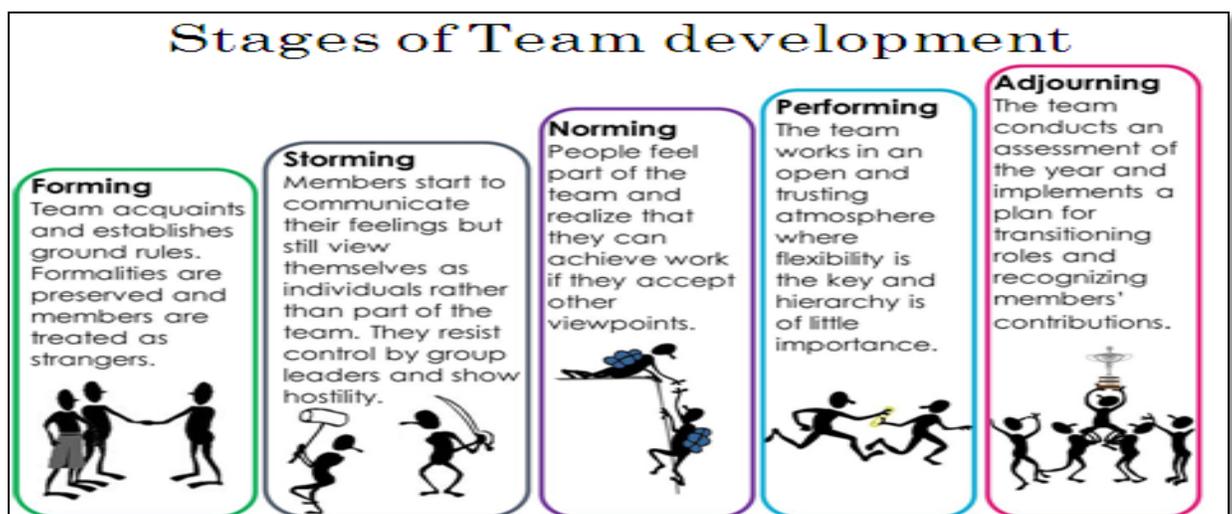
Katzenbach and Smith (2003) predicted the future importance of teams to organizations, reporting that “teams will be the primary building blocks of company performance in the organization of the future” (p. 173). According to Cannon-Bowers, Salas, and Converse (1993) they support the benefits of teams in that “critical performance in many complex systems depends on the coordinated activity of a team of individuals” (p. 221). Several studies showed that managers in a manufacturing organization always faced with the task of creating a climate that supports the teams and is often confused about their efforts where it should be focused. Even few studies also stated that Investing in team design, training, and rewards, as well as efforts to support team learning, are few of the strategies that they employed as a manager in their efforts to develop effective teams. The major motivation for organizations to hold the team concept is the effort to improve productivity and quality. Researcher in several studies observed that teams are a key component in total quality management (TQM) programs. TQM relies on the team approach to ensure quality while maintaining a “low-cost approach” to manufacturing units. The establishment of “quality and customer satisfaction” at the top of the agenda of most companies has been the driving force behind many team working initiatives. In addition, several studies stated that to improved productivity and quality, some of the industrial units are majorly benefited from the “usage of teams” that helped in the improvement of quality of work life for employees, reduced absenteeism and turnover, increased innovation, and improved organizational adaptability and flexibility. Effective execution of teams can also improve office political affairs by “improving the communication and trust” between the team members. “Positive communication climate” and effective employee communication build up employees’ identification with their organizations, which contributes to an organization’s financial performance and continuous accomplishment (Smidts, Pruyn and van Riel, 2001). Few studies also revealed that production techniques, where jobs are broken down into simple tasks, are not suitable for the new customer focused manufacturing nor the anticipations of an educated workforce. Establishments need to operate advanced technology and to be further modifiable. In these circumstances, some form of teamwork becomes not just desirable but essential.

Summing up the benefits and importance of the teams in organizations, are as follows: According to Sundstrom "...Work teams are essential to a new type of high-involvement organization, developing in an environment of global competition, rapidly evolving technology, and rising customer expectations....well designed and supported, work teams comprises of exactly what is needed: a stage for promoting creativity, motivating extraordinary performance, and enabling fast, flexible response to customers' needs. Work teams allow "flat" organizational structures, with few hierarchical levels and maximum authority at the lowest levels. They give teams the chance to perform their tasks and provide authority – or empowerment. At the same time, work teams empower employees to develop new skills while working, a source of both fulfillment and challenge...Companies continue to report striking accomplishment with work teams" Sundstrom (1999a). (pp. 3-4)

1.11. STAGES OF TEAM DEVELOPMENT

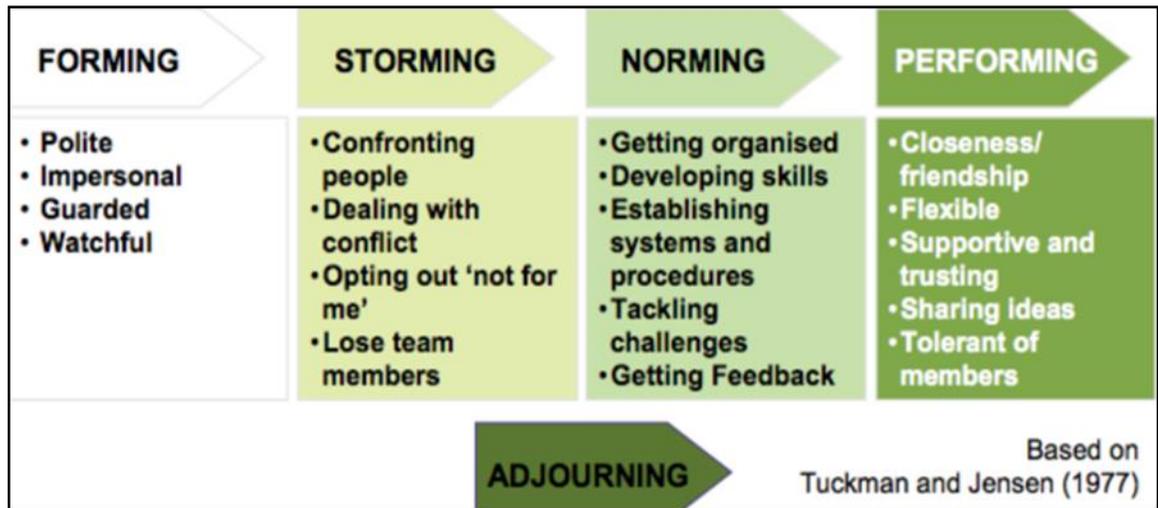
According to Levi (2001), Teams are competent tool for accomplishing work activities in today's corporate world. Teams have the potential to instantly establish, relocate, and dissolve. But, teams are an effective tool for employee motivation. It is necessary to reflect the fact that teams develop and get mature over a period of time. (Levi, 2001, p.3).

Figure.1.3: Team Development stages



Source:<http://www.scrum.nl/proawareness/website/scrumblog.nsf/dx/groups-scrum-a-group-of-people-doesn%E2%80%99t-make-it-a-team>

Figure 1.4. Stages of Team Development (Characteristics)



(Source: Tuckman and Jensen (1977))

Team development creates an appealing climate by encouraging co-operation, collaboration, interdependence and by building trust between team members.

1.12. CLIMATE

Climate is generally defined in terms of two approaches, namely the cognitive schema approach and the shared perceptions approach.

1.13. APPROACHES OF CLIMATE:

1.13.1 A. THE COGNITIVE SCHEMA APPROACH

The Cognitive Approach observes climate on the individual level and explains climate as an individual's productive illustration or cognitive demonstration of their work environment. This has mainly been operationalized through attempts to discover how an individual makes sense of their "proximal work environment" (Anderson and West, 1998). The climate at the individual level is also referred to as "psychological climate" and described as the intrapersonal awareness of the "patterns of behavior", "feelings and attitudes" as experienced by an individual (Ekvall and Ryhammar, 1999; Isaksen and Tidd, 2006).

1.13.1 B. THE SHARED PERCEPTIONS APPROACH

Several studies covered the area of the “Shared Perceptions Approach” they describe climate as “...shared perceptions of organisational policies, practices, procedures and the kinds of behaviors that get rewarded, supported, and expected” (Ahmed, 1998; Anderson and West, 1998; Schneider, 1990). It also involves people's perceptions and experiences of the workplace in terms of warmth, trust, ambiguity, and other dimensions (Michela and Burke, 2000). According to Isaksen and Tidd (2006), they refer to the “shared perceptions approach” as the organizational or “work unit climate” and define it as the objectively “shared perceptions” that characterize life within a well-defined work unit or in the wider organization. Anderson and West (1998) argue that for a “shared perception” to exist; individuals must interact at work; they must have a common objective that directs individuals for collective action, and they must have adequate task interdependence so that individuals need to develop shared perceptions and expected patterns of behavior.

The “cognitive schema approach and the shared perceptions” approach are, in theory, compatible with each other, and thus not mutually exclusive (Anderson and West, 1998, p. 236). It can consequently be proposed that climate is an individual's intrapersonal perception of the patterns of behavior, feelings, and attitudes present in his or her work environment as well as common objectives that helps to accomplished desired goals. Climate also relates to different components in the work environment and can be multidimensional. Thus the concept of climate should be reviewed into several facets, such as climate for service, the climate for quality or climate for innovation (Anderson and West, 1998; Schneider, 1990). Since the current study is concerned with climate for safety, vision, innovation and orientation, this construct will be discussed in the next sections given below in this chapter.

1.14. WHY EXAMINE CLIMATE AT TEAM LEVEL?

The perception of climate is usually related to organizations perspectives and difficult in relation to work groups or teams. However, organizations as social systems comprising of many subunits and groups of employees, so “aggregating individual perception about the shared climate” as per organization is challenging to obtain (Danserau and Alluto, 1990; Jackofsky and Slocum, 1988). The various subunits within organizations differ in the features of work environments provided for employees of an organization. In addition to this, the various groups differ in their perspectives and their focus on organizational

characteristics. Thus an organization comprises not just one climate, but a variety of different climate sectors and concepts, depending on the subunits (e.g. work groups) and viewpoints (e.g. by job category) of the organizational members. "Climate is formed from the practices, policies, and procedures of the organization". Thus, a change in practices should effect a change in the impact of climate (Kopelman et al., 1990). Team climate differs from organizational climate, as it focuses on the proximate work environment of individuals which related to each other as part of socially significant subsystems within an organization. Such 'socially meaningful' work environments are provided by work groups or teams, in which members identify (more or less) with a (more or less) common vision or task objectives, and interact (more or less) with each other in order to perform tasks that are (more or less) interdependent. Likewise, work teams can fail because they are not able to build a "positive work climate...consistent supportive team environment and "participative safety climate", which breaks down as conflicts based on personal relations, values or norms develop (Jehn 1997, p.25). According to Curral et al. (2001) found that different teams, including teams belonging to organizations, carrying different tasks requiring a great deal of innovativeness and development quality are associated with higher participation amongst team members, which helped them to do the tasks more innovatively.(p.201).

1.15. TEAM CLIMATE:

Climate represents a team's "shared perceptions of organizational policies, practices, and procedures, both formal and Informal."(Schneider, 1990:22).

Climate refers to "the set of norms, attitudes, and expectations that individuals perceive to operate in a specific social context" (Pirola-Merlo, Hartel, Mann, and Hirst, 2002: 564)

Team climate emerges from the "social interactions" among team members (Schneider and Reichers, 1983). Numerous studies observed that "social interactions", team member's communication and discuss several characteristics of their environment, and they helped to understand and develop a shared interpretation about "team environment". This interpretation can be designed according to climate facets (Anderson and West, 1990, 1994, 1998).

According to Rousseau (1988) stated that Team climate is what it feels like to work on a given team and is based on employee's perceptions of the "work –team environment" and

advocates the study of ‘facet-specific climates’, again referring to climate as a dynamic but intangible aspect of organizational reality. As per Reddin (1988) depicted that the team climate is characterized by “interaction between individuals and units”. There is less concern than average about power differentials between individuals or units. The perception of climate by James and Sells (1981) describe climate as ‘individuals’ cognitive representations of proximal environments . . . articulated in terms of psychological meaning and significance to the individual’ (p. 276) and as the “shared perception” of the team processes (Reichers and Schneider, 1990:22). Schneider (1990, p.23) suggest that “climate perceptions” are expected to be shaped by the behavior that is rewarded and supported. Thus, when team members’ ideas for new and improved ways of providing customer services are welcomed or praised.

Empirically, much research has shown significant variations in Team Climate between team within the organization. Thus although it is clear organization climate is likely to influence team climate, there are great variations between teams in “perception of climate” within the organization –indeed, there is generally more agreement within teams than between teams in perceptions of team climate (Anderson and West, 1988; Burningham and West 1995; Carter and West, 1998). According to Anderson and West (1994, p. 3) team climate denotes the manner of synergy that the team has evolved and it can include several different aspects like communication patterns, participation, safety, norms, cohesiveness, task style, vision, and innovativeness. Accordingly, Basaglia et al. (2010, p. 544) suggest the following definition: “At the team level, the climate is defined as shared perceptions of the kinds of behaviors, practices, and processes that are supported by a team.” Likewise, according to González-Romá et al. (2009, p. 512), team climate “... shared depiction of the work team that permits team members to allocate shared meaning to events that are important for the team, and determine the actions that will lead to desired outcomes.” This study considered the concept of team climate from (González-Romá et al. 2009) shared the meaning of task to determine an action for the desired outcome. The study focuses on how team climate plays a major role in getting an outcome from team effectiveness.

1.15.1. THE IMPORTANCE OF TEAM CLIMATE CONDUCIVE TO LEARNING

According to Hackman (1987), a team can be measured as efficient and successful if its “productive output” meets or even exceeds the performance standards of its clients, if it enhances the capability of its members to team up on subsequent “team tasks”, and if the individual experience of being part of the group satisfies the personal needs of each member. Considering further criteria for effectiveness, it should be pointed out that a high-performing team is one that stands out because of possessing the potential to set the company on a path to new “innovations”. (Brodbeck, 2003, 2010). There are several conditions that influence the 'learning processes' within work groups, with group-climate being a very essential one (Schneider, Bowen, Ehrhart and Holcombe, 2000; Brodbeck, 2010:6). According to Brodbeck (2010, p.7-8.), A team climate learning has been distinct as “shared individual perceptions of work settings among members of a team or an organization that promotes or hinders learning in the workplace”. Team climate is viewed as a variable possessed by an organization that can be described, measured, and manipulated to enhance the effectiveness of the organization. “Team climate is found to be a key determinant of team performance.” (Agrell, and Gustafson 1994, p.149, and Anderson and West, 1998, p. 236).

1.16. TEAM CLIMATE FACTORS

According to West (1990, p.309) and West and Anderson (1996, p.239) identified five climate factors as being central in determining effective team functioning.

These five factors are:

1. Participative safety: Developing trust participation among team members and their opinions and ideas (Level of empowerment and trust)
2. Support for innovation: Level of support and encouragement provided by the team for innovative ideas and creativity.
3. Team vision: Team defines clear goals and objectives.
4. Task orientation: The team efforts in achieving excellence in what it does.
5. Social desirability: A check scale which indicates excessive faking and impression management by team members. (Social Character and Image)

1.16.1. TEAM VISION

Vision is all about the team has clearly defined objectives. When the team has a shared vision, objectives can be set and reach through which the team effectiveness is easily determined. West (1990; 1994) indicated that if the team is operational driven forwarded by shared vision, which has been developed from within the group or teams, and it must be valued by the group and considered to be “attainable and realistic” as stated by Peter Drucker. According to West (1990) ‘Vision is an indication of a valued outcome which signifies a higher order goal and a motivating force at work’ (West, 1990, p. 310).

An organizational vision is the appearance of a perfect picture of the future, based on organizational core values, which signify a higher order aim and objectives which provide motivation to members (West, 1990). Workgroup to be innovative it must have a “shared vision and clearly defined objectives” since these provide roadmap and concentration to the members’ (Anderson and West, 1996, 1998; Mathisen et al., 2004). Thus, “shared workgroup vision” is a collective effort for improving the future condition of the work group, its tasks that provide the basis for future action (Pearce and Ensley, 2004). “Visions should also be reasonably attainable” if they are to support for innovation, since if the goal cannot be achieved, it may either be demotivating so considering that aspect team vision is one of the factors for this study.(Anderson and West, 1998, p.240)

1.16.2. PARTICIPATIVE SAFETY

Participative Safety denotes at what extent the climate of the team is ‘safe’ and consequently through this ‘safeness,’ it inspires involvement in decisions from each member of the team (West, 1990, p.311). Safety here refersto the extent to which the team feels safe to take risks. “Influence” is the aspect which considers as “degree to which members positively influence team decision-making.” (West, 1990). “Interface” refers to how frequently interaction with the other members of the team take place.

West (1990) stated that the characteristic of an innovative work group can also be referred as participative safety. “Participative safety is a psychological construct” that produces environment or work climate within a work group, which act as interpersonally non-threatening, and thus it motivates and strengthens involvement in “decision-making.”

(West, 1990, p. 311). The work group's or teams characteristic interpersonal processes are "nonjudgmental, non-threatening, trusting and supportive" of the individual contribution in developing "innovative" ideas, and regarded as "socio-emotional cohesiveness" (Anderson and West, 1998; West, 1990). West suggested in his researches that the more team members participate in decision-making through "influence, interacting, and sharing information," the more output in terms of the outcomes can be noticed and to offer ideas for new and improved ways of working can be achieved from team members. (Anderson and West, 1998, p.240). It creates the possibilities that will make easier for team members to adapt to change and innovate if there is a good participative safety and trust relationship amongst employees (including management).

This statement is supported by Shaw (1976, p. 3) who claimed that trust amongst employees should increase the possibilities of successful change and employees will switch from old practices with new practices.

In particular, Edmondson (1999) argues that "learning and innovation" can take place if team members trust other members' objectives. This shows at a group level, team members believe in result oriented action and which will not lead to any kind of punishment by the team, which Edmondson calls "team safety": "The term is meant to suggest a realistic, learning oriented attitude about effort, error, and change as ...positive affect. Safety is not the same as comfort; in contrast, it is predicted to facilitate risk" (Edmondson, 1999, p. 14). Psychological safety is a relatively new concept which relates to "a shared belief believed by members of a team in relation to interpersonal risk-taking" (Edmondson, 1999; p.350). Several studies have highlighted that a climate of psychological safety is conducive to innovation.

Thus Participative Safety is factor considered for the study and to learn in depth about it for improving decision making within teams and empowering team for suggesting new ideas and innovation. Therefore let us understand support for innovation as next criteria.

1.16.3. SUPPORT FOR INNOVATION

According to West (1990) “Support for Innovation” is all about the extent to which the support is provided by the team members for innovative ideas. West (1990, p.38) categorizes two types of support: articulated and enacted. “Articulated support” is the term stated support, both verbally and written, to new ideas; while enacted support depicted as the practical support which provides new ideas that are carried forward.

This aspect denoted provides the meaning of the “expectation, approval and practical support” available for team members to acquaint new and improved ways of doing things within the team (West, 1990, p.38). “Support for innovation” is referred as norms of innovation or the “expectation, approval and practical support” for developing more effective team processes” (West, 1990; Lowen and Loo, 2004 p.20).

Management’s “support for innovation” plays a crucial role throughout the “innovation process” (idea generation and implementation) (Klein and Knight, 2005;) since management have great influence on norms than subordinates and therefore group leaders are likely to be impacting upon “supporting for group innovation” (West, 1990,p.38, cited in Anderson and West, 1998).

Few of the research studies observed that Individuals’ creative thinking skills and willingness to take risks, can be strengthened and made more practically possible by an acceptance and “encouragement of risk taking” by the employees (Amabile, 1988, p: 128-129). In a team, the leader must encourages and support for innovation and rewards, rather than punishes for making mistakes, innovation effort must be rewarded (West et al., 2003). Furthermore, supportive innovation feedback on work efforts by leaders has a positive influence on “individual creativity and innovative process” (Amabile, 1988, p, 151). As a result, “Open communication” between employees, management, and different departments as a determinant of organizational atmosphere that would support for innovation is supported by studies of Lock and Kirkpatrick (1995, p. 20) and Shattow (1996, p. 47). Amabile and colleagues (2005) noted that “work innovation” derives as, “(a) abilities of risk-taking and giving importance to innovation as top most priority; (b) proper evaluation of new ideas; (c) reward and recognition for innovation and creativity; (d) collaborative idea and; (e) participative management and decision making.”(p.163)

1.16.4. TASK ORIENTATION

According to West (1990), (Anderson and West, 1998) “Task Orientation” is all about the extent to which the team strives for excellence in what it is doing.” It simply means that team concerned about the review and appraisal about how actually tasks are carried out for achieving the objectives and goals of the organization.

This factor denotes the “shared tasks which are carried out for excellence and getting the quality of task performance from team members in relation to shared visions or outcomes, and it is characterized by proper way of evaluations, in terms of modifications, through control systems and critical appraisals of the performance”. (West, 1990, p. 313).

“Task orientation is focused on characteristics of an individual and team accountability, control systems for observing performance, knowledge sharing (Anderson and West, 1998, p.240).

Task orientation is measured using three sub-dimensions, namely, “excellence, appraisal, and ideation”. “Excellence” represents the team members' commitment to their excellence in task performance. “Appraisal” represents the control mechanisms to assess and modify performance. “Ideation” represents the conflicting opinions and systems (Anderson and West, 1998, p.240). Task interdependence is an essential condition for developing a positive team climate (Anderson and West, 1998). Task interdependence refers to "facets of inputs into the work itself that involve numerous individuals to complete the work" (Wageman, 2001, p.198). Task interdependence has a positive impact on the “sharing of information” among team members, the inclination to assist other team members (Ganesh and Gupta, 2010) and the cooperation norms implemented within the teams (Shaw, 1981). The strong positive influence of task interdependence on team climate found in the current study can be explained by the fact that task interdependence increases the need for interaction between team members for the completion of team tasks.

Accordingly, the need for interaction among team members leads to increased coordination and thus nurtures collective efforts and team coordination (Johnson, 1996, Ganesh, 2013, p: 58-59).

1.16.5. SOCIAL DESIRABILITY:

‘Social desirability’ is describes about types of measurement error and which occurs when a respondent delivers a solution which is more socially acceptable than his / her true attitude or behavior. The collective basis of “social desirability’ mentioned in the literature about the lack of comfort to reveal his or her true attitudes as respondents, (Groves et al., 2009, Holgraves 2004), also called ‘impression management’. Social desirability is majorly dealt with acceptance of team members in the team as they are and how to deal with the team.

1.16.6. SHARED LEADERSHIP:

The present study considered shared leadership is concept “team members need to be able to clearly identify when they should be leading and following” (Pearce and Conger 2003, 12). Wood also indicates that shared leadership exhibits four distinct dimensions that contribute to team effectiveness: “joint completion of tasks, mutual skill development, decentralized interaction among team members, and emotional support” (Wood, 2005, p. 76).

1.16.7. TEAM STABILITY AND LONGEVITY:

According to Weick and Roberts in their study stated that “team members interacting over a long period of time will be able to develop standard work patterns that are familiar and comfortable, patterns in which routine tasks are performed. In this way, teams establish certain stable structures of linked behaviors and relationships.” Weick and Roberts, 1993, p, 363). Team stability seems to favor the emergence of a collective mind, i.e. “a distinct higher-order pattern of interrelated activities” emerging from “individual actions” (Weick and Roberts, 1993: 374)

1.17. THE KEY DIMENSIONS TO UNDERSTAND TEAM CLIMATE:

In relation to global climate, L.A. James and L.R. James (1989, p.741) describes four dimensions of “general factor of psychological climate” (global organizational climate), which have been identified across a number of different work contexts:

- **Role Stress and lack of harmony**
- **Challenges and autonomy**
- **Leader Facilitation and Support and**
- **Work Group Cooperation**

Understanding team climate:

- Team role stress and lack of harmony (including role ambiguity, conflict and overload, lack of team identification and lack of team leader concern and awareness.)
- Team task challenges and team autonomy
- Team Leadership facilitation and support which includes team leader trust, support goal facilitation and interaction facilitation, and Psychological and hierarchical influence, and
- Workgroup cooperation , friendliness ,and warmth

1.18. TEAM EFFECTIVENESS:

The search for an improved, more inclusive perception of team effectiveness has continued for decades. Since the beginning of the 20th century, globalization, technology, and the complexity of work have resulted in more organizations becoming aware of the importance of understanding team effectiveness within such situations. Once the concept of team and teamwork are established, it is important for the team to know how to work together effectively. An effective team requires continuous monitoring of team conditions to ensure team members can adjust their tasks with respect to one another and the intended goal.

Mohrman et al. (1995, p.355-357) define team effectiveness, based on three aspects. First, team “performance” is the extent to which the groups’ productive output meets the approval of its customers. Second, “interdependent relationship” functioning is the extent to which the team is interdependent on one another. Third, team “satisfaction” is the extent to which the team is satisfied with team membership.

Cohen and Bailey (1997, p.243) define team effectiveness into three major dimensions according to the team’s impact on (1) performance effectiveness assessed in terms of quantity and quality of outputs, (2) member attitudes, and (3) behavioral outcomes. Examples of performance effectiveness measures include efficiency, productivity, response times, quality, customer satisfaction, and innovation. Examples of attitudinal

measures include employee satisfaction, commitment, and trust in management. Examples of behavioral measures include absenteeism, turnover, and safety.

Tannenbaum et al. (1996) define effectiveness as a combination of performance in terms of outputs, and the team's ability to develop and improve. According to Tannenbaum et al. (1996), team effectiveness defines as how well the team is able to accomplish its purpose or objectives. They argue that team effectiveness can act differently for different teams, it typically refers to team performance, as defined by the quality and/or quantity of the team's products or services. However, most researchers agree that team effectiveness includes more than team performance defined by productivity and output, but refers to a team's ability to have sustained performance over an extended period of time. In team research literature, team performance is conceptualized as the degree to which the output of a team meets "the standards of the quantity, quality, time, review, and output" (Hackman, 1990, p. 6).

"Team effectiveness is a joint function of three performance processes: (1) the level of effort group members collectively carrying out task work, (2) the relevance to the task of the performance strategies and (3) the amount of knowledge and skill required to perform a particular task." (Hackman, 2005, p.273)

Various team researchers suggest different criteria for measuring team effectiveness, Campion et al. (1993) identify productivity, employee satisfaction, and manager judgments as key criteria for team effectiveness, while Cohen and colleagues (Cohen and Bailey, 1997; Cohen et al., 1996) argue that quality and quantity of output, member attitudes about quality of work life, and behavioral outcomes are key indicators of team effectiveness. Guzzo and Dickson (1996, p. 329) also identify group outputs as criteria for team effectiveness but suggest that the consequences in place for group members and the enhancement of the team's capability for future effective performance are other important criteria. This study emphasis on the framework within this theoretical perspective—researcher examine a critical input variable as team climate and its relationship with team effectiveness (mediating process variable affecting team effectiveness) resulting in team outcome (representing an output) for organizational development.

1.18. 1. FACTORS OF TEAM EFFECTIVENESS.

1. **Team spirit:** Team spirit is the key agents to performance and success. The most essential aspect of sharing a common goal is constructing a team spirit. Team spirit is a feeling of collaboration. Team spirit is the aspect that can take any business to dominance, expansion, and success. For a group of people in which each team member wants the team to get succeeded, they can expect a high degree of motivation, commitment, and cooperation that lead to higher “team performance”, the exceptional results and high efficiency. Another important benefit of team spirit is the fulfilment of team members with satisfaction of what they do. As J. Richard Hackman discussed in the design of work teams. If “spirit and performance” of a particular team differ from those of their co-workers, this team might develop discriminatory behavior by focusing on what distinguishes them from the rest of the crowd. Thus, this study considered “team spirit” as a medium of team effectiveness and can become productive for the organization as a whole.

2. Cohesiveness/Team Relationships:

Cohesiveness is largely influenced by the “interpersonal relationships” of group members (Pelled et al., 1999, p.1). Cohesiveness implies a feeling of togetherness with other group members. Healthy “interpersonal relations” help to maintain effective relationships with team members which contribute to better information exchanges and decision-making” in teams (Pelled et al., 1999, p.2). Jones (1993) also includes a measure of “team cohesiveness” in his research on team effectiveness. For the purposes of this study, “the feeling of unity or togetherness that exists among team members and the degree to which a group exists or operates as a unified within the organization” will be used as the definition of team relationships. Stevens and Campion (1994) also support the importance of interpersonal skills for effective team performance. They state that “team effectiveness depends mostly on the ability of individual members to effectively manage interpersonal relations with one another” (p. 506). Hackman and Morris (1975) argues that “the key to understanding of group effectiveness lies in the on-going interaction processes which take place among group members while working on particular task” (p. 46). Because a number of interpersonal interactions rises when individuals are placed into work teams, it seems rational that the need for interpersonal competence also rises.

3. Collaborative Problem-Solving/Decision-Making:

The collaboration is an important criterion found in most of the study to understand team effectiveness. “The capacity to plan and coordinate tasks and information has been identified as an important determinant of team effectiveness” (Stevens and Campion, 1994, p. 516). Problem-solving is an important skill for work teams (Guzzo and Shea, 1992; West et al, 1998). Work teams face what can sometimes be a challenge in problem-solving efforts—collaboration with others on their team. Effective problem-solving is an important skill for individual contributors as well as work teams. The Knowledge Team Effectiveness Profile (KTEP) addresses team problem-solving with several items under team process category (“Knowledge Team Effectiveness Profile,” n.d.) and according to Kirkman and Rosen (1999) “the ability to recognize circumstances in which group members need to work together to solve problems, identify the specialized people to be involved in the problem-solving, and determine an appropriate solution to the problem” will be used as the definition to represent the collaborative problem-solving dimension. Tannenbaum et al. (1996) state that “decision-making is centrally important for effective team functioning. We need to design and develop team interventions that will allow team members to practice how to use task-relevant information for effective team functioning and decision making” (p. 519).

4. Purpose and objectives:

According to (Salas et.al. 2005, p. 570) in a complex environment where many variables remain unknown, “objectives” can be difficult to specify and many factors change rapidly. When the team has clear states of objectives to which all members feel committed towards goal. Higher level motivation, fewer demands, higher production, problem-solving and more initiatives are the desirable outcomes of clear objectives and goals which are the purpose of the team as such.

5. Communication:

Campion et al. (1996) found that process features of the team, including communication, most strongly associated to team effectiveness measures in their study. “Effective communication had always a great influence on team processes and outcomes. It is a solid factor of many current models of work team performance” (Stevens and Campion,

1994, p. 511). Stout, Salas, and Fowlkes (1997) report that "research in the area of team communication has been showed mixed results, Furthermore, Ahmed (1998, p. 36) points out that face to face communication promotes innovation. Some studies showing generally positive relationships between communication and team performance and some studies showing generally showed negative relationships" (p. 171). The research conducted for this thesis shall provide some clarity regarding the relationship between communication and team effectiveness.

6. Conflict:

Numerous researchers have found evidence that "effective conflict management improves team performance and functioning". (Montoya-Weiss et al., 2001; Jehn and Chatman, 2000; Evans and Dion, 1991; Sundstrom et al., 1990). According to Varney (1989) reports that conflict continued to be a problem in the teams functioning within a large energy company, even after training meetings on how to handle conflict it exhibited the negative impact on team members. Mohrman et al.(1995) expand on the importance of conflict resolution for team effectiveness: "Conflict resolution skills may be at the center of what is required to work collaboratively in the lateral organization. Conflicts resolving is the ability to surpass the differences, to develop a shared understanding, and to work for mutual solutions" (p. 251).

7. Team Leadership:

When team leaders delegate responsibility, employee act as input and enhance team members' senses of control and monitor, the team members are more likely to experience meaning and impact in their work (Hackman, 1987). The team leader ensures appropriate resources are available to the team, provides training and coaching opportunities, take care of rewards and recognition and influences team empowerment to accomplish team goals. Team Leadership defined as, "the degree to which a leader serves for the team" and obtain result and outcome as required. Guion(1998), defines leadership as the ability to influence others, including "protecting a group from an unproductive route, suggesting alternative solutions, asking critical questions, planning, coordinating, monitoring progress, and providing feedback to others" (p. 154).

Team leadership can also play a major role in improving interpersonal and group processes within the team. According to Leenders, van Engelen and Kratzer, (2003 p.85), team leaders play a role of ‘communication integrators’ are very crucial for the success of the team. Team Leaders also create positive team processes by developing understanding of team member relationships existing, creating team-based reward systems, and selecting only those team members who are capable to do the work. (Lurey and Raisinghani, 2001, p.532).

8. Role clarity:

Role clarity is an important element of overall team effectiveness (Feistritzer and Jones, 2014). Research on roles in establishments has mainly focused on three role perceptions: role clarity, role conflict, and role ambiguity (Esper et al., 2008). Role clarity has been denoted as a lack of role ambiguity and conflict.(Rizzo, House, and Lirtzman, 1970). According to several studies, it was clear that role clarity is important “... an individual team member has a clear understanding of his or her task and has “clear information” associated with a particular role in the team.” (Bray and Brawley, 2002). The understanding of each other’s roles will affect the attitudes of team members which increases cohesiveness and collective orientation, promotes autonomy, ... job satisfaction, self-accountability, and commitment towards the project, organization and team success (Braun and Avital, 2007).

9. Continuous Improvement:

The essence of continuous improvement involves production improvisation and improvements in all aspects of customer value, including quality, design, and timely delivery, while lowering cost. Although the concepts of continuous improvement were covered in some of the individual researchers on team assessments, the only assessment that measured it under its own heading was the Team Effectiveness Assessment (TEA) (“Team Effectiveness,” n.d.). An incorporation of the concepts led to the following definition of continuous improvement: “the constant effort by the team to eliminate reduce wastage and response time, design simplification of both products and processes, and improve quality and customer service.”

10. Customer Focus:

Team effectiveness used for this research states, effective work teams seek to meet the expectations of key complements, including customers (Sundstrom, 1999, pg.20). If teams are empowered to work with each of their customers, having straight contact with the customer, team members can control and improve their operations and take corrective actions to resolve problems. Graham and Englund (1997:10) emphasize the impact of the increased focus on customer service, observing that "...to provide today's customers with better solutions, team members need to focus on customer needs. The new organization uses multi-disciplinary teams that move across the organization on the customer's behalf to provide a better solution."

11. Reward and Recognition:

There is a definite link between the purpose of the individual within the teams to stay at their workplace and the recognition/rewards they are awarded for their team performance. Some studies have shown "a positive correlation between recognition given for work that is well done and performance and team tenure and loyalty with their current employer." (Tesluk, Vance, and Mathieu, 1999,p.416 ; Kopelman, 1979; Rubin, Munz, and Bommer, 2005). A logical link is that such individual needs and expectations carry over to expectations of a collective group of individuals in a work team. Rewarding employees' attempts at being creative and innovative, as well as actual innovation outcomes, is likely to facilitate innovation. Abbey and Dickson (1983) found rewards for recognition of performance and the willingness to experiment with ideas were important facets of the climate of innovative R & D units. Eisenberg and Cameron (1996) found support for the innovation that extrinsic rewards positively affect the implementation phase of the innovation process at the individual level.

1.19. STRATEGIES TO IMPROVE TEAM EFFECTIVENESS

Today's scenario is more or less complex and organization is expecting from superiors and the demanding more as increasing competitive marketplace forces many leaders to find new ways to do more work with the small team. The task of building better teams and improving their effectiveness can be divided into four simple steps:-

1) Clarify Your Team goals and objectives
3) Create a Plan

2) Set the Team Goals!
4) Conduct Team Reviews

1.20. TEAM EFFECTIVENESS MODELS

Various team effectiveness studies have resulted in team effectiveness models. Team effectiveness models included in this section looked specifically on teams, in general, as there is not much literature on the team effectiveness model for manufacturing teams.

Several studies identified sets of variables or constructs used to determine team effectiveness (Guzzo 1986; Hackman 1987; Campion et al. 1993; Guzzo and Dickson 1996; Cohen and Bailey 1997; Werner and Lester 2001; English et al. 2004; Kirkman et al. 2004). Therefore, it is relevant for this study to examine various team effectiveness models to determine team effectiveness factors that can be used to develop assessment tools for this study.

Tannenbaum et al. (1992) the team effectiveness model in that it adopts the IPO (Input, Processes and Output) structure while acknowledging the significance of the organizational and situational context throughout the entire process, as well as incorporating feedback loops. The input consists of four variables—task characteristics, work structure, individual characteristics, and team characteristics.

According to Gladstein (1984) and Tannenbaum et al. (1990, 1992), a team that performs better has better individual task proficiency, abilities, and skills. This process incorporates both team interventions and input variables—the end influence is the overall team's performance. Changes within the team and individual changes will occur as a result of the team's processes. Once the team's performance is assessed, it will serve as feedback on team members' characteristics, work structure, or other team inputs and processes. Besides, an ongoing evaluation of team performance may affect team processes and team performance. This model highlights team functioning and distinguishes between teamwork and taskwork on both an individual level and a team level.

1.21. ORGANIZATIONAL DEVELOPMENT:

Richard Beckhard's 1969,

Organization Development is an effort “(1) planned, (2) organization-wide, and (3) managed from the top to (4) increase organization effectiveness and health through (5) planned interventions” in the organization's processes, using behavioral-science knowledge. The most repeatedly stated definition of OD by Richard Beckhard (Warrick, 2005, p.168).

According to Warrick (2005) had to define organizational development as:

OD is a “planned and collaborative process for understanding”, developing, and changing organizations to “improve their health”, effectiveness, and self-renewing capabilities. (Warrick, 2005, p.172)

Other definitions from leaders in Organization Development Network:

Organization Development is a “form of knowledge and practice that improves organizational performance and individual development, by increasing orientation among the various systems within the overall system.”

“Matt Minahan, MM and Associates, Silver Spring, Maryland.”

OD believes that while no individual can be perfect, the team can be. A team can be perfect, and successful if it is critical to first understand and analyze the individual, and their behavioral pattern. This, along with a clearly articulated need statement of change to be effected through the team intervention.

This OD Intervention can be used effectively to:

To Involve and support individuals, or teams, to collaborate effectively, Bring in high energy and charge up the team to attain over extended goals proper set up a high-performance climate in the organization. The social relationship within the work team is also extremely important for production to be effective. The peer and subordinates relationships among team members, and the staff support provided by the team leader replace old rules to new rules. In its place is the interdependence that provided a multi-skilling strategy.

According to Beckhard (1972) initially developed the “GRPI model” and addresses team “cooperation and collaboration” through identifying the “goals” for the team and coordinating it in a way that goals can be easily achieved through clarifying the “roles” of each team member, discussing the “processes” and responsibilities needed for the team to accomplish their goals effectively, and working on the interpersonal skills through proper way of informing team members and “interaction” among team members, hence, GRPI. It is a model facilitated in business, leadership, management for getting the “outcome”. The GRPI model was theorized by one of OD's founding fathers, Richard Beckhard. It describes a framework which aids us to comprehend the basic aspects of team effectiveness for Organizational Development.

1.22.1 FOUR KEY CONDITIONS FOR TEAM DEVELOPMENT (BECKHARD):

1.22.1. Goals: A team with clear and compelling goals. (They need to have goal clarity. Understanding about how to measure progress and performance. Team outcomes should satisfy the stakeholders should be their prime goal).

Goal delivers the base of teamwork by establishing the core aim for a team and framing its purpose. They provide proper direction to a team, allowing them to understand where they stand, to provide direction where they want to go and to modify individual effort in getting appropriate results. They create an identity and generate a sense of belongingness. It is difficult to get the result without a clear, shared and agreed goal, any kind of team development will have a limited impact.”(Raue.et.al, 2013, p.6) In other words, as Hollenbeck and Klein (1987) stated, “goal commitment is a necessary condition for goal setting to work” (p. 219).

“Team members have to recognize, accept, share and compel to their goals. According to Doran stated that valid objectives can be identified and set as SMART goals. These goals have to be “Specific, Measurable, Achievable, Relevant,” and Time-bound” (cp. Doran, 1981, p.35; Drucker, 1998, p. 62).

1.22.2. Roles:

A team with the clarity of membership and roles. (They should know about the team roles, as well as their individual roles.).To empower the group to work, team members should have a unique picture of who is doing what, who is a team leader, and should to know the degree of their power. They must understand, coincide and be happy with their parts and obligations, being responsible exclusively and all together. In this sense, it is pivotal that coworkers collaborate with each other and finish objectives as successfully as could be allowed. This is the establishment of a reasonable procedure intending to, explaining and resolve issues."(Raue.et.al.2013, p.7)

1.22.3. Processes:

A team with suitable norms/processes to do their work. (What are the processes/systems for communication, decision making, and meetings?)

In GRPI team development the same applies: "...after agreeing on team goals, the team needs to identify tasks and activities to achieve these goals. During the forming phase process can effectively support the team's goals by determining the relations within a team."(Raue.et.al. 2013, p.8) "Team processes" are those behaviors and interactions between team members that occur as the team completes the tasks they are responsible for. These processes may include social exchanges, information exchange, attempts to influence one another or provide leadership, as well as communications between team members. While the nature of these processes clearly will differ from one team to another, the effectiveness of these processes within a particular team is thought to be an important determinant of team effectiveness. (De Meuse, 2009, p.7)

1.22.4. Interactions:

A team that understands how to work together and maintains healthy "interpersonal relationships". (Carlock, 2012, p.9). The Interpersonal relationship as team interaction plays important role in GRPI model. The outlines team relationships and individual styles and are about establishing trust, open communication, and feedback in order to support a cordial climate for working. Enhancing interpersonal relation should be possible from numerous points of view and may comprise of anything from laughing at somebody to listening deliberately, asking advice, and passing on compliments and so on." (Raue.et.al, 2013, p.9)

1.22.5. Team Outcomes

When considering the outcomes of interest in team's research, Cohen and Bailey (1997) categorized effectiveness into three categories: performance, attitudes, and behaviors. Teams exist to achieve "tasks and performance" is the most widely studied aspects of the organizational behavior and human resource management literature (Bommer, Johnson, Rich, Podsakoff, and MacKenzie, 1995: 587). Types of team-level outcomes have gained importance in the past decade. For example, Kirkman, Tesluk, and Rosen (2004) used level of team satisfaction with team service provided to customers focus. Therefore present study also considered Customer focus as one of the factors for team effectiveness. According to Tjosvold, Tang, and West (2004) had noted team innovativeness, whereas Perretti and Negro (2007) studied the role of team membership changes on innovation. Tesluk and Mathieu (1999) focused their study on both work crew problem solving along with supervisor rated outcome for construction and maintenance road crews. Mathieu et al. (2006) also employed measures of customer satisfaction, whereas Kirkman and Rosen (1999) worked on supervisor ratings of customer service. Hiller, Day, and Vance (2006) used a measure of effectiveness composed of planning, problem-solving, support for innovation, individual and team development, and overall effectiveness. Similarly, Van der Vegt and Bunderson (2005) had team supervisor's rate efficiency, quality, overall achievement, productivity, and goal achievement. (Mathieu et al., 2008, p, 416.)

In this particular study, the researcher has considered few criteria such as:

- The team consistently delivers positive (internal and external) results, even though difficult organizational or environmental challenges.
- The team provides institutional leadership to the organization.
- Team adapts quickly to new demands and challenges.
- Team members are satisfied with the team's performance.

The categories "Goals, Roles, Processes, Interactions and outcome" are intentionally ordered in a subsequent style. When teams are not functioning effectively, most people assume that we should focus on building team relationships. Beckhard (1989), however, argued that "interpersonal relationships should be the last order of intervention".

1.23. TEAM CLIMATE IMPACT ON MANUFACTURING

The concept of teams and team effectiveness is increasingly becoming an important concept key to development, productivity, and quality in the workplaces. The team may be composed of individuals closely tied within organizational and functional boundaries (e.g., marketing), or teams may be cross-functional (e.g., marketing, accounting, and production) (Hansen, 1994). Since in a group, people from different department regularly have distinctive thoughts regarding the new venture, without proper and clear "team vision" these people, by and large, can't accomplish the objectives and thereby adversely affect the performance of the team (Ancona and Caldwell, 1992).

By enabling the representation of a "shared team vision", concurrent development enables the flow of coordination, improves product integrity, and improves product development success (Koufteros, Vonderembse, and Doll, 2002). Thus, if the team effectiveness, it is determined by shared vision, developed from within the group, is respected by the group and believed to be achievable and realistic. for example, Honeywell's commercial flight division in Minneapolis, focused largely on manufacturing navigational systems... switched to team organization i.e. all plant assembly function, including production and several other departments converted to teams this lead their profit margin reach from 80 % to 200% profit. (Chance, 1989, p.18).

Keithley Instrument plant in Ohio showed 90% increase in output and 75% reduction in absenteeism because of team climate condition. (Chance, 1989, p.18). Even at Mazda Motor manufacturing (USA) plant at Michigan, applied team method, "workers learn and participated in problem-solving "due to participation safety. (Kertesz, 1988, p.36).

Thus team is very crucial for achieving goals and outcome of the organization. This study emphasis on the role of team climate in achieving team effectiveness of manufacturing units of central Gujarat. The team vision, participative safety, support for innovation and task orientation considered to be an important factor for this study and this factors emphasis in manufacturing units for developing conducive team climate is desired.

1.24. TEAM CLIMATE RELATIONSHIP WITH TEAM OUTCOME

Team “Effectiveness” can be defined as the degree to which an organization understands its goals (Etzioni, 1964). In the context of work teams, productivity and goals are related dimensions for getting output (Hackman, 1987). These dimensions reflect the positive climate of a team. With respect to previous studies undertaken it states that team climate can play a crucial role in improving team performance.

Team climate represents group-level shared perceptions of important contextual factors that affect group functioning, and through “climate perceptions” which may affect group outcomes. (Anderson and West. 1990). For example, Hofmann and Stetzner (1996) have demonstrated that team “safety climate” affects team safety behaviors and outcomes. Similarly, Anderson and West (1998) have developed the Team Climate Inventory as a tool to improve team innovation. Variations in the extent to which climate is shared at the team level have been shown to affect its linkage with team outcomes (González-Romá, Peiró, 2011).

Teams are often introduced with the objective of improving organizational performance as well as the outcomes of the individual worker (Cohen, Ledford, and Spreitzer, 1996). It is thought that teams are capable of increasing an organization’s adaptability to dynamic environments, are able to handle more complex and variable products and production processes, have more transparent control structures, show an improved performance, such as lower throughput times and a better delivery performance, and generate fewer coordination costs because team members can more easily mutually adjust and coordinate their efforts. Besides, it is supposed that working in teams enhances the quality of working life and entails attractive intrinsically motivating jobs (Niepce and Molleman, 1998).

As previously indicated, the implementation of teams can increase efficiency and encourage employees to work more smartly and harder. Therefore, expect teamwork to have a significant positive impact on operational outcomes such as productivity, quality, and flexibility.

According to Cohen et al. (1996: 253), a form of work organization incorporating teams and strong “employee involvement” had a significant impact on both quality and efficiency. Reducing the capacity of administration layers, working with adaptable sets of responsibilities and the introduction of the team working were all positively associated with different “operational outcomes” in the study of Bacon and Blyton (2000). Boning et al. (2001), Cappelli and Neumark (2001) and Hamilton et al. (2003) all show that teamwork is associated with greater levels of “worker compensation”. Tata and Prasad (2004) indicate that “team reward has a positive and significant impact on effectiveness”. (Delarue.et.al. 2008, p: 139). According to Revilla and Cury (2009), in the study, it was revealed that role clarity of team and purposes has a positive effect on the new “product performance” in terms of process outcomes. According to Morgesson, DeRue and Karam (2010, pg.8) stated in their study that team climate shared leadership factor act as. “The process of team need satisfaction in the service of enhancing team effectiveness”.

Researchers have extensively studied the role of “team climate on individual team member performance and on overall team outcomes”. (West and Richter, 2011, p, 258). Most studies confirm that team climate is a crucial determinant of team performance (Anderson and West, 1998) and an important predictor of work team innovation (Burningham and West, 1995).

Wageman (1995) studied interdependence involving 150 Xerox equipment maintenance technician groups. She concluded that managers distributed “rewards” based on individual outcomes, group outcomes, or sometimes both outcomes ... Groups with moderate levels of task interdependence were found to be those with hybrid tasks or hybrid rewards, and those groups performed worse than groups with either highly interdependent or highly independent designs. In fact, individual tasks with group rewards or group tasks with “individual rewards resulted in better performance” than all hybrid task and reward combinations. (Wageman, 1995, p.173). In detail, routine experience of many team cases so far from being instrumental for benefit from effectively and satisfactorily on collective effort of teams. Therefore, the task for research and interference includes the effective combination of the contributions of qualified and expert people which can deliver added value to the organization developing effective teams.

1.25. TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANIZATIONAL DEVELOPMENT:

The team is a significant strategic resource for the organization. On the other hand, the team is often challenged to achieve in the practical application of team effectiveness in Indian enterprises. According to the research conducted on innovation, the team climate is an important influencing factor for accomplishing the overall effect on team functioning and team empowerment. Hence, according to Salas et.al. (2009) a theoretical model including five factors of team climate were identified as being central in determining effective team functioning and inclination to innovation: (1) Participative Safety; (2) Support for Innovation; (3) Team Vision; and (4) Task Orientation; (5) Social desirability were set up and experience, whose incorporation makes it possible to offer rapid, flexible and innovative replies to problems and challenges, promoting performance and improving the fulfilment of those making up the team.

The result of the wisdom of crowd observed that teams lead to increased capacity for achieving various types of performance made possible by the interaction of team members. (Salas, Rosen, Burke and Goodwin, 2009). Tesluk et al. (1999) found that district-level management's attitudes toward employee involvement related significantly to unit-level climates for participation in decision making. They concluded, "that the extent to which the climate within a work unit [team] encourages participation is, in part, a function of the practices and policies that support employee involvement in the broader organizational context" (Tesluk et al., 1999, p.293).

The important role of the design of the organizational context in which teams exist, which should facilitate "creation of structures" and lines of support, "communication", consultation, feedbacks and rewards" that complement the internal functioning of the team (Aritzeta and Alcover, 2006; Hackman, 1998, p., Rico .et.al. 2011, p.58). The literature focus on determining how "team processes and outcomes jointly affect benefits."(Rico.et.al, 2011.p.69). In this regard, the importance of outcome interdependence is based on the statement that "individual feedback and rewards should be linked to the group's performance in order to motivate group-oriented behavior" (Campion et al., 1993: 827).

In the meantime, as associations have expanded their involvement in the utilization of groups, there has additionally been a noteworthy impact of research went for the improvement of strategies and speculations for measuring the adequacy of work groups. (Goodwin, Burke, Wildman and Salas, 2009).

Besides from a few inquiries about contemplated it can be presumed that the genuine requests of current associations and the new types of work association (e.g., groups with high degrees of virtuality, the part of culture, innovative styles, and methodologies for inspiring and driving groups, strategies for motivating and leading teams, the impact of teams on organizational effectiveness) are in front of hypothetical and methodological advancements.

Team effectiveness through team building exercise is an essential intervention for Organizational Development. Along these lines Team effectiveness, merits have a lot of consideration. Thus Team effectiveness deserves a great deal of attention in the competition that organizations are facing today.

To study how far this team intervention impacts the above mentioned variables for improving organisation in terms of productivity and outcomes, as then it can be a well-adopted approach for Organizational effectiveness as well as analyze which team intervention that can be implemented for better team functioning and its effectiveness but for that it is important to measure the variables of team climate which is impacting the team effectiveness, Hence, it is the main focus of this study.

CHAPTER 1

PART A: RESEARCH METHODOLOGY



*A STUDY ON TEAM CLIMATE ITS RELATIONSHIP WITH TEAM EFFECTIVENESS FOR
ORGANIZATIONAL DEVELOPMENT IN MANUFACTURING INDUSTRIES OF
CENTRAL GUJARAT.*



CHAPTER 1 PART A: RESEARCH METHODOLOGY

Research methodology is the heart of any research work. This chapter of thesis explains the research problem, research objectives, research hypotheses, research design, research model, sampling design, population determination, sample frame, sampling techniques followed, and determination of sample size, questionnaire design, pilot survey, checking reliability.

TITLE OF THE STUDY: A study on team climate its relationship with team effectiveness for organizational development in manufacturing industries of central Gujarat.

1. The magnitude of the study:

1. Social group work practice

The theoretical base of this study has been drawn from Social Work viewpoints. It helps to understand Workgroups or teams are the primary medium within which a socially shared climate is likely to develop and sustain through active social co-construction of work-related meanings (Anderson and West, 1994). This study emphasis on Industrial Social work as an appropriate form of intervention where people share difficulties and want or are required, to find ways of resolving them through better understanding and researching areas of Team climate for team effectiveness.

2. Social welfare administration

It is to deal with areas of management and human relations in the social work arena. While exploration of several research of the teamwork benefits to Indian manufacturing sector managers, the researchers found that promoting trust and cooperation by reducing hierarchical bindings renders better teamwork. HRM Intervention and Socio-technical theory. The studies reviewed based on socio-technical aspects are emphasized on team work and task design as direct predicator of team performance. In the studies from the HRM tradition, teamwork is usually only one component of a series of measures designed to improve employee involvement and participation. The strategic HRM theory defines team work as one key elements to enhance the ability of the human resources in organizations to contribute to organizational performance. (Delarue, A, Van Hootegem, G., Procter, S. and Burrige, M. (2008), p.127.

3. Social research perspective:

Social work research is a systematic, scientific method of ascertaining new facts, validating old ones, cause and effect relationships, its justifications. It incorporates an entire image of social work understanding and practice. The entire extent of social viewpoints, “Social case work” applied as a method for counseling the individual to improve “social relationships and adjustment” for getting better outcome. (Parmar.A and Patel.C. 2014, p.315).through social diagnosis and investigation. This study makes use of quantitative as well as qualitative data thereby making an attempt to satisfy the need for an intensive study.

1.1. Rationale of the study:

1. As most of the researches have studied on organizational climate and culture. Therefore, to understand the concept of team climate in manufacturing industries of Central Gujarat.

2. This study tries to highlight the areas of team climate and team effectiveness which is the need of industries as they are gradually undergoing changes from group towards team as many organisations are modifying their organizational structures and transforming them to effective work team for organizational effectiveness..(Lynn and Kalay , 2015, p.473)

3.The study will be contributing to the academic as well as professional development of the organisation through the ways of improving team climate and team effectiveness by analyzing various factors influencing it.

1.1a. Reasons for selection of manufacturing industry

The Indian government has set a determined target of growing the contribution of manufacturing output to 25 % of Gross Domestic Product (GDP) by 2025, from 16% currently. “India’s manufacturing sector has the probable possibility to touch US\$ 1 trillion by 2025. There is prospective for the sector to account for 25-30 percent of the country’s GDP and generate upto 90 million domestic jobs by 2025.” Therefore this study considered manufacturing sector as an area of research to make the organization more effective through it.

1.2. The significance of the study:

The team has become one of the most important strategic resources in the organization. However, In Indian organisation it is challenging to create high performing teams as most organisation are still functioning with traditional approach , it is difficult to change mindset of the workforce and to bring change and therefore it is better to do analysis of the present situation within the organisation for practical implications in organization. According to literature reviews, the team climate is an important influencing factor for achieving the overall effect of the team. Therefore, a conceptual framework of team climate factors are identified as being fundamental in determining effective team functioning through following factors based on review of literature:“(1) Participative safety; (2) Support for innovation; (3) Team vision; and (4) Task orientation; (5) Social desirability.” (Anderson and West (1998), Salas (2000). These factors were set up and experience, whose integration (team effectiveness) makes it possible for rapid growth in the organisation. Thus, the success of organizations and the overall production of knowledge depend on to a large extent on the “effectiveness of teams”. (Wuchty, Jones and Uzzi, 2007). However, teams do not always act in this way, and sometimes fail to achieve the “high performance” expected of them (Sims, Salas and Burke, 2005). Therefore, the challenge for research and intermediation involves the effective integration of organizational context in which teams exist, which should facilitate the creation of structures and lines of support, communication, consultation, feedbacks and rewards that complement the internal functioning of the team (Aritzeta and Alcover, 2006; Hackman, 1998).

At the same time as organizations have increased their experience in the use of teams, there has also been a significant increase in research aimed at the development of methods and theories for measuring the effectiveness of work teams (Goodwin, Burke, Wildman and Salas, 2009). In conclusion, the real demands of current organizations and the new forms of work organization are ahead of theoretical and methodological developments.

Team building is an important intervention for organizational development. The effectiveness of the individuals, as well as the whole organization, depends on the effectiveness of various team functioning (Woodcock & Francis,1981). Thus team effectiveness deserves a great deal of attention in the competition that organizations are

facing today. To study how far this intervention influences the above-mentioned variables is important, as then it can be a well-adopted strategy for organizational effectiveness as well as analyze which team intervention that can be adopted for better team functioning and its effectiveness. Though team climate is considered to be an index of positive relationship with the team as well as a strong determinant of team functioning, no research has studied the effect of team climate on team effectiveness.

1.3. Objectives of the study:

1. To study opinions of the employee regarding team climate.
2. To study the various factors affecting team climate.
3. To study the team effectiveness of the organizations.
4. To Study the various factors influencing the team effectiveness.
5. To study the relationship between the team climate and team effectiveness for organizational development.

1.4. Hypotheses:

1. Hypothesis

H0: There is no correlation between team climate and team effectiveness.

H1: There is a positive correlation between team climate and team effectiveness.

2. Hypothesis:

Ho: There is no significant impact of team climate on team effectiveness.

H2: There is a significant impact of team climate on team effectiveness.

3. Hypothesis:

Ho: Team climate is not related with organizational development.

H3: Team climate is positively related with organizational development.

4. Hypothesis:

Ho: Team effectiveness is not related with organizational development.

H4: Team effectiveness is positively related with organizational development.

1.5. METHODOLOGY OF THE STUDY

1.5. Research design:

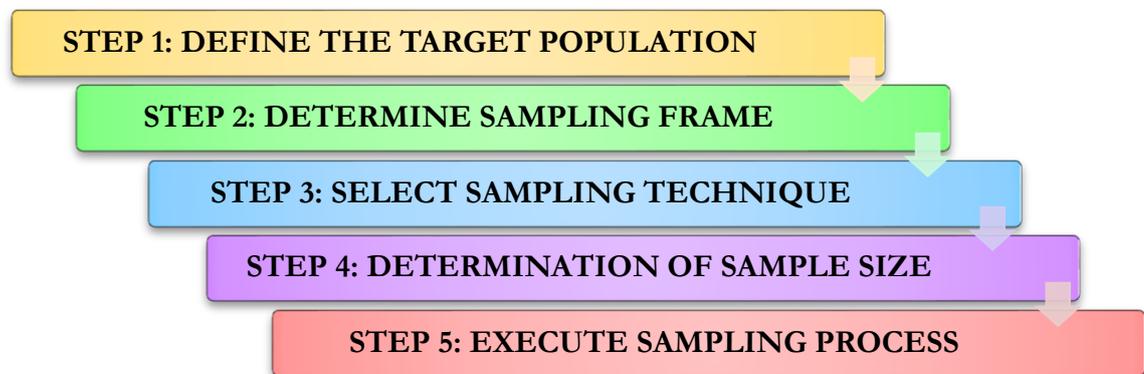
The present study employs descriptive and exploratory research method. It is commonly used in research to study the present or prevailing conditions and phenomenon. Thus the purpose of this type of research is to ascertain the normal conditions of practice, at present, to test the hypotheses. The variables- Team climate and Team effectiveness.

1.5. a. Universe:

A total number of employees of various departments working as a team within numerous organization from which data are collected. The universe of the study are the Supervisors, Executives, Officers, and Managers of various organizations of Baroda, Anand, and Panchmahal district.

1.5.1. Sampling Design Process:

This section it consists of explanation about the selection of target population from universe, sampling frame, sampling techniques followed and determination of sample size.



1.5.1. Step.1. Defining targets population:

The study targeted independent units of organizations and the key position holders (low and middle level) in those units. The organizations and their units were selected at random sampling from selected districts on basis of medium and large scale manufacturing industries of selected districts i.e. Vadodara, Anand, and Panchmahal districts of central Gujarat (researcher considered approximately 50-70 kms distance from each district to maintain homogeneity within the population.)

1.5.2. Population:

The total number of employees mostly from lower and middle-level management (who are working in any teams of manufacturing units of selected industries of selected districts of Gujarat) (table 1.5.1) from which data is being collected.

Step.2. Sampling Frame (Table 1. 5.1.)

Sampl ing Frame	Baroda	Anand	Halol
1	Bundy India Ltd	Elecon EPC Projects Ltd.	Inabensa Bharat Pvt. Ltd.
2	FAG Bearings India Ltd.	Anupam Industries Ltd.	Polycab Wires Ltd.
3	Base Metal Chemical Ltd.	GMM Pfaudler Ltd.	Future Tyre Ltd

1.5.3. Step.3. Sampling method:

Sampling design: This study applied multi-stage sampling with the method of a simple random sampling method for data collection; the respondents will be divided into categories of functioning status as per their functional positions, qualification and work role.

1.5.3.1. Multistage sampling is utilized:

Stage 1: Selection of districts from central Gujarat from Baroda, Anand and Panchmahal district as per the manufacturing sector available and permission granted from units as well as homogeneity of the population was considered.

Table 1.2.: District-wise functioning in medium and large industries (2000-01) (2010-11)

Districts	Units	Share%
Vadodara	178	11.34
Panchmahal	63	4.01
Anand	27	1.72

Source: Census of Industrial Unit, 1999-2000, Industries in Gujarat: Statistical Information, 2007, Gandhinagar (pdf document), Industries Commissionerate, Gandhinagar

Stage 2: Total 3 districts from which manufacturing units were focused on basis of medium to large scale units which are to be randomly selected

Table 1.3. Manufacturing industries selection categories through:

Sr.no	Type of industry	No of employees minimum	Investment in crores (minimum)
1	Small Scale	10-50	5 crore rupees
2	Medium scale	50-100 more	More than 10 crore
3	Large scale	100 -500 more	More than 100 crore

Source: http://ic.gujarat.gov.in/?page_id=414

Small-scale with a minimum of 50 employees (with more than 5 crores of investment).

Medium scale industries with a minimum of 100-250 employees (with more than 10 crores of investment and more than 50 crores of turnover).

Large-scale with minimum 250 – 500 employees (with more than 100 crores of investment and more than 500 crore turnover will be considered for the study).

The organization sample was selected randomly from the approached industries mentioned in Table 1. 5.1. Step.2. Under sampling frame.

Stage 3: 3 manufacturing industries randomly selected from each district as per the above criteria with at least 3 teams available with minimum 2 to 5 for small teams and min 6 to max 10 members from the team as respondents to be considered. Team size considered for the study after analyzing various researches which were carried out.

Sr. No	Type	Number of team members
1.	Small Team	2-5 members
2.	Large Team	8-12 members

This research focuses on small as well as large teams to get a better idea of team effectiveness.

Stage 4: From above team members will be approach randomly for filling questionnaire who are willing to be part of research.

1.5.4. Step. 4. Sample size determination:

The total number of employees as team members working in manufacturing units of central Gujarat is more than 50,000 approximately. The employee may be part of any team such as problem-solving and decision making, work team, cross-functional teams, self-managed teams or virtual teams working in production, packaging, quality control, quality assurance, HR personnel, supervisors, quality or maintenance engineers. Thus this is the target population. The sampling frame is the list of manufacturing industries registered under MSME annual report details. Using random sampling of 9 manufacturing organizations were considered who fulfill the criteria of the homogenous population from 3 selected districts of central Gujarat with total 250 respondents as team members as the sample size. This is calculated for the size of population (1100 considering 100 to 150 total lower and middle-level management employee from each manufacturing industries who participated in the study) at a confidence level of 95% and margin of error at 5.45 %. (This has been verified with sample size calculator at <http://www.surveysystem.com/sscalc.htm>)

1.5.4. 1. Sample Size:

70 Teams out of 250 respondents were randomly selected from under mentioned categories of; departmental teams may include production team, maintenance dept, HR, IT, R&D or QC, marketing and accounts/finance etc.

1.5.4. 2. Sampling Units:

Team members from below mention position was considered as respondents.

Example: Supervisors, executives, managers, Sr. Managers, one team may have person from particular positions like HR managers: HR assistant, HR associates, HR executives and HR trainees. Employees who have work in any work team will be considered for sample for the purpose of data collection under this study.

Teams	Short Term Duration	Long Term Duration
Systemized	Small Group Activity (SGA)	Quality Control, Quality Circles
Individualized	Project Teams/ Problem Solving Teams.	Department Teams/work teams

For the study, both long-term and short term duration will be preferred in case of limited samples for the study purpose.

1.5.5. Step. 5. Data Collection Procedure:

Based on the statistical techniques, 300 is the ideal sample size for this research study. By keeping the low response rates for the online surveys, 50 emails were sent to team members and team leaders/managers in different manufacturing organizations for questionnaire filling purpose but no response. After repeated reminders over the telephone and total 9 manufacturing units, personal visits total 250 responses were received.

These responses are considered for study,

The considered teams' organization for this study is depicted in Table 1.5.1

District	Industries	Teams	Frequency	%	Proportion	Proportion In %
Anand	ANUPAM INDUSTRIES LTD	8	30	12	96 Respondents	38.4%
	ELECON EPC PROJECT LTD	10	40	16		
	GMM PFAUDLER LTD	8	26	10.4		
Vadodara	BASE METAL CHEMICAL LTD	7	25	10	79 Respondents	31.6%
	BUNDY INDIA LTD	7	25	10.0		
	FAG BEARINGS INDIA LTD.	8	29	11.6		
Panchmahal	INABENSA.BHARAT.PVT.LTD	9	27	10.8	65 Respondents	30%
	POLYCAB WIRES LTD	7	25	10		
	FUTURE TYRES LTD.	6	23	9.2		
	Total	70	250	100	250	100%

1.5.6. Reference period for data collection: November 2015- June 2016

1.6. Tools for data collection

Primary data: the data was directly collected by the researcher with respect to the problem under the study. Questionnaire method was used for data collection with both closed as well as open-ended questions.

Secondary data: The secondary data as considered from reviewed journal, journal articles, magazines, books etc.

Measurement:

For the purpose of conducting the research study, following instrument was utilized. Five-point rating scale ranging from 1 – 5 (Strongly Disagree to Strongly Agree).

1. **Team climate inventory (TCI)** measures the following 5 dimensions- There are 35 items Participative Safety, Support for Innovation, Team Vision, Task Orientation, and Social Desirability.

2. **Team effectiveness scale (TES)** measures the following dimensions -33 items: team spirit, relationships, purpose and objectives, communication, team leadership, role clarity, problem solving and decision making, development (team and individual), customer focus, rewards and recognition.

3. **Organizational development (team development):** measures the following dimensions -20 items: team strategies and goals, team membership and roles, team procedures and processes, team interactions, and team outcomes.

1.7. Data treatment:

Data analysis was done through a process of editing, coding, tabulation; interpretation of data will be done by using SPSS. A statistical tool such as standard deviation, Chi-square test, correlation, regression, ANOVA (f-test), t- test, factor analysis and path analysis model /Structural equation modelling (SEM).

1.8. Pilot Survey: A sample of 30 responses was taken initially and responses were observed. In Team climate, Team effectiveness and Organizational development of the questionnaire after a pilot study of 30 responses, Cronbach's alpha was computed (Lopez, 2007).Cronbach's Alpha for the entire questionnaire was calculated.

1.9. Reliability statistics:

The case processing summary table shows that out of 35 observations all 35 observations are included in the analysis for team climate. The value of Cronbach's alpha is .911 and the numbers of items (questions) are 35. Team effectiveness total items 33 with Cronbach's $\alpha=0.942$ and Organizational development total items 20 with Cronbach's $\alpha=0.904$. Since the value of alpha is higher than the accepted (.9) we reject the null hypothesis and we may say that the instrument is reliable and can be used with other statistical procedures for investigation.

Reliability Statistics		
Factors (items)	Cronbach's Alpha	No. of Items
Overall	.970	88
Team climate	.911	35
Team effectiveness	.942	33
Organisational development	.907	20

1.10. Limitations of the study:

- The distance between the districts was decided 50-70 kms area reach.
- The permission for data collection from several industries was restricted due to unavailability of respondents as a team.
- Some manufacturing industries didn't allow for data collection even several visits for getting data back. Some also didn't return back the questionnaire.
- Few districts in central Gujarat doesn't have real teams so such industries cannot be considered for data collection.

1.11. Operational definition:

1. Team

A team is defined as a group of people who share common objectives and who need to work together to achieve them

- A team can be defined as: A small number of people with complementary skills, who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.
- Work groups and teams constitute two or more individuals, who exist to perform organizationally relevant tasks, share goals and task interdependencies, interact socially, maintain and manage boundaries, and exist within an organizational context.

1a. Work teams:

Work teams (also referred to as production and service teams) are continuing work units responsible for producing goods or providing services for the organization. Their membership is typically stable, usually full-time, and well-defined. These teams are traditionally directed by a supervisor who mandates what work is done, who does it, and in what manner is it executed. Work teams are effectively used in manufacturing sectors such as mining and apparel and service based sectors such as accounting which utilize audit teams.

Sundstrom (1999a, 1999b) identifies six types of work teams: management teams, project teams, production teams, service teams, action and performing teams, and parallel teams

- Management teams are “composed of managers and their direct reports” who work together, plan to develop policy, or coordinate the activities of an organization.
- Project teams such as research and engineering teams and cross-functional, in which experts selected for their specialized skills assemble to complete a highly specialized task within a defined time period, then disband.
- Production teams include front-line employees who are responsible for producing tangible outputs, such as factory teams repeatedly manufacture or assemble products.
- Service teams are made up of employees who conduct repeated connections with customers.

- Action and performing teams consist of highly trained individuals who “conduct complex, challenging environments in performance events for which teams maintain specialized, collective skill” such as entertainment groups, that require specialized skills and extensive training or preparation. (Sundstrom, 1999a, pp. 20-21).
- Parallel teams are typically temporary teams that work outside of, but in parallel with, the primary processes of an organization in order to make recommendations for improvements to the organization’s processes and systems.

2. Team climate is defined as 'a team's shared perceptions of organizational policies, practices, and procedures'. Authors have suggested that shared team climate is a variable possessed by an organization that can be measured and manipulated to change behavior and improves the effectiveness of the organization.

3. Team effectiveness: Team effectiveness in terms of both high performance and employee quality of work life. This idea draws from socio-technical theory, which states both social and technical systems must be maximized for optimally effective teams.

3.1. Team effectiveness refers to the system of getting people in a company or institution to work together effectively. The idea behind it is that a group of people working together can achieve much more than if the individuals of the team were working on their own. The effectiveness of a team is determined by a number of factors.

3.2. Team building is the process of helping a work group become more effective in accomplishing its tasks and in satisfying the need of the group members.

4. Organizational development: Organization development (OD) is a deliberately planned, organization-wide effort to increase an organization's effectiveness and/or efficiency, and/or to enable the organization to achieve its strategic goals.

5. Manufacturing industries

5.1. Manufacturing industry refers to those industries which involve in the manufacturing and processing of items and indulge in either creation of new commodities or in value addition.

Manufacturing industries are broadly categorized into engineering industries, construction industries, electronics industries, chemical industries, energy industries, textile industries, food and beverage industries, metalworking industries, plastic industries, transport, and telecommunication industries.

5.2. Metal manufacturing: Along with oil and chemical manufacturing, metals belong to heavy industry. The production of metals includes all forms of iron, aluminum and steel manufacturing.

5.3. Primary metal industry: All establishments engaged in smelting and refining ferrous and nonferrous metals from ore, pig, or scrap; in rolling, drawing, and alloying metals; in manufacturing castings and other basic metal products; and in manufacturing nails, spikes, and insulated wire and cable. (Definition source: standard industrial classification)

5.4. Electronic and electrical equipment industry: All establishments engaged in manufacturing machinery, apparatus, and supplies for the generation, storage, transmission, transformation, and utilization of electrical energy.” Definition source: standard industrial classification

1.12. Chapterisation plan of research report:

- ↪ **Preface:** It is that portion of the Thesis, which discuss the basic idea of the whole Theme in analysis and constructs a background of the Theme.
- ↪ **Acknowledgments:** In this section, the researcher attempts to deliver her sincere gratitude to all those who have been instrumental in the successful completion of the research work.
- ↪ **Abbreviation:** List of Abbreviation of few factors.
- ↪ **Table of contents:** It is tabulated form the heading of content research work.
- ↪ **List of tables and figures:** This is a list indicating the various figures and table that have been incorporated in the thesis for a better presentation and understanding of the study.
- ↪ **Introduction and research methodology:** The First Chapter contains the Introduction regarding the Theme of the study and information about the Definition, Concept, Factors and theories of Team climate and its relationship with team effectiveness. Chapter I Part-II Research Methodology contains the magnitude of study, Significance of the Study, Objective, Research Design, Universe, Sample and Sampling, and Tool of Data collection, Operational definitions.
- ↪ **Review of literature:** The Second Chapter contains several studies conducted all over the world regarding about Team climate and its relationship with team effectiveness.
- ↪ **Research setting:** The Third chapter gives the reader the view of the set up in which the research work has been undertaken and some basic information about various organization selected for data collection. It covers in 2 parts (part-I about manufacturing industries scenario and part –II about manufacturing Industries as a Research setting.
- ↪ **Data analysis and interpretation:** In this Fourth Chapter the researcher has tried to cover the particulars of the analysis of the data collected by her and also interpret the same with a view to providing a better understanding of the respondent's views about the theme of analysis.
- ↪ **Part-I: Frequency distribution and percentage (Descriptive statistics)** it is useful to summarize our group of data using a combination of tabulated description (i.e., tables), graphical description (i.e., graphs and charts)

- ↪ **Part-II: Statistical Analysis (Inferential statistics)** are techniques that allow us to use these samples to make generalizations about the populations from which the samples were drawn. It is, therefore, important that the sample accurately represents the population.
- ↪ **Findings, Conclusions, and Suggestions:** In Fifth Chapter contain the findings of the study and the conclusions derived based on the findings. A section for few suggestions with action plan 1 and 2, model and module.
- ↪ **Bibliography, References, and Webliography:**
This section includes the bibliography, references, and webibliography.
- ↪ **Annexure:**
This section includes the questionnaire is a tool of data collection is put in for proving the authenticity.