

A STUDY ON EFFECTIVENESS OF TEAMWORK WITH REFERENCE TO APSPDCL, KADAPA.

N.Silpa¹, Annamacharya², Dr.p.ChittiBabu³, P.Rajitha⁴

¹Assistant Professor, Department of Business Administration

²P.G college of Management Studies, Rajampet, AndhraPradesh, India.

³Principal, APGCCS,

³ Assistant professor, APGCCS, Rajampet, AndhraPradesh, India.

Abstract

Most people believe that every human being is equal and he/she is entitled to the same rights, privileges and opportunities, regardless their race, gender, faith or age. This fundamental belief changed the way management practices such as the recruitment, training and development of employees are done. In order to fully understand the benefits and disadvantages of multicultural workplace, first of all, the concept of diversity must be fully defined and understood. The present paper Analyzed through simple percentage and chi- square test.

Keywords: Recruitment, Training and Development, Benefits and Disadvantages, Multicultural Workplace, Diversity.

1. INTRODUCTION

A team is a small number of people with complementary skills who are committed to a common purpose, a set of performance goals and an approach for which they hold themselves mutually accountable. It is important for teams to work effectively together. In doing so, they will produce results of a high quality in that they are accurate and complete. A team that works well together will create an environment of mutual trust and respect, as each person values the input of their colleagues. Communication is the key to effective teamwork. Being able to share ideas and provide feedback is very important in viewing the objectives from all possible angles, resulting in complete and comprehensive results. Each team member should give their all in helping the team and carrying out any roles assigned to him or her to ensure the smooth progression of the project. Managers and team leaders also have responsibilities in ensuring the effective workings of their team. They need to provide the team with a clear vision and objectives with no ambiguity, so the team is clear on what they need to achieve. Leaders also need to provide an example on how to carry out work efficiently to provide guidance for others.

1.1 STATEMENT OF THE PROBLEM

Effectiveness of team work is the back bone of management to make the employee more effective and productive. It is actively and intimately collected with all employees' coordination, sharing information, ideas. It is one of biggest factor affecting industry relations in the effectiveness of teamwork. It is essential for any organization to develop organizational productivity. Teamwork is important as it helps to create synergy as the sum of a united force is usually greater than the sum of an individual's output. It helps create a sense of belonging and hence a feeling of loyalty is created. Team work helps recreate thinking strategies and viewpoint of people. Team work removes the sense of seniority hence people feel more responsible for their actions.

1.2. REVIEW LITERATURE:

1. Vanessa urch druskat and Anthony T.pescosolido: The content of effective teamwork mental models in self-managing teams: mental model construct shows great promise for increasing understanding of what drives team behavior.
2. Susan G.cohen and Diane E.Bailey:what makes team work: Group effectiveness research from the shop floor to the executive suite: He presented seven key learnings for group effectiveness
3. Susan G.cohen: Designing effective self-managing work teams: He find out Higher group efficacy will lead to higher performance and higher group performance will lead to higher group efficacy.
4. Martin Hoegl, K. Praveen Parboteeah and Hans Georg emuenden: Task innovativeness as a moderator of the teamwork–performance relationship in software development projects: The quality of teamwork serves as an important facilitator to the successful enactment of goal setting in team projects.
5. Beatrice J. Kalisch, Hyunhwa Lee and Monica Rochman: Nursing staff teamwork and job satisfaction: Higher level of teamwork and perceptions of higher levels of staffing adequacy leads to greater job satisfaction with current position.
6. Barbara A. Oakley, Darrin M. Hanna, Zenon Kuzmyn, and Richard M. Felder: Best Practices Involving Teamwork in the classroom: Assigning work to student teams can lead to learning benefits and student satisfaction.
7. Kimberly A. Smith-Jentsch, Gwendolyn E. Campbell, Dana M. Milanovich, Angelique M. Reynolds: Measuring teamwork mental models to support training needs assessment, development, and evaluation: He reports two studies, like first study indicated that higher ranking navy personnel held mental models of teamwork, second the effects of a computer-based training (CBT) strategy that was designed to develop teamwork mental models.
8. Desmond J. Leach and Toby D. Wall, Steven G. Rogelberg and Paul R. Jackson: Team Autonomy, Performance, and Member Job Strain: Team autonomy and KSAs are individually related to performance and strain, is overly simplistic and potentially misleading.
9. T. Manser: Teamwork and patient safety in dynamic domains of healthcare: Teamwork demonstrates the critical importance of teamwork in assuring patient safety in the dynamic domains of healthcare.
10. Ajay Kr.Singh and Antony: The Spirit of Team Work: He concludes that the enriched work force is instrumental to team work effectiveness.
11. Xyrichis A. & Ream E. (2008) Teamwork: A concept analysis: He find out teamwork is seen as an important facilitator in delivering quality healthcare services internationally..
12. Martin Hoegl and K. Praveen Parboteeah: Goal setting and team performance in innovative projects: Teams are associated with higher performance only in cases of highly innovative projects.

2. RESEARH METHODOLOGY

It is careful investigation of inquiry especially through such for new facts in any branch of knowledge.

2.1. OBJECTIVES OF THE STUDY:

- ❖ To know the importance of teamwork.
- ❖ To describe the roles of team members and leaders.
- ❖ To know the benefits and characteristics of effective teams.

2.2. RESEARCH DESIGN: Descriptive research

2.3. SAMPLING DESIGN: Stratified random sampling

2.4. SAMPLING TECHNIQUE OR METHOD: Questionnaire method

2.5. SAMPLING UNIT: APSPDCL at Kadapa

2.6. SAMPLE SIZE: sample size of 120 employees

2.7. SOURCES OF DATA COLLECTION: Primary data and Secondary data.

2.7. ANALYSIS FRAME WORK:

- ❖ Simple percentage = $\frac{\text{No.of Respondents}}{\text{Total No.of Respondents}} \times 100$
- ❖ Chi- square test: $\chi^2 = \sum_{i=1}^n \left[\frac{(O_i - E_i)^2}{E_i} \right]$

3. DATA ANALYSIS:

The data collected has been analyzed by using simple percentage analysis. The questionnaire contains 25 questions which deals with the various aspects on Effectiveness of Teamwork and it has been measured on five point Likert scale ranging from 1 to 5, 5 is for 'Strongly agree', 4 is for 'Agree', 3 is for 'Neutral', 2 is for "Disagree", and 1 is for 'Strongly disagree'. The data collected using Likert scale is analyzed through Simple percentage and Chi-Square test.

3.1. SIMPLE PERCENTAGE: Respondents opinion on Effectiveness of Teamwork:

”R” indicates RESPONDENTS –Total Respondents120 “P” indicates PERCENTAGE-Total Percentage100%.

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	R	P	R	P	R	P	R	P	R	P
Team work produces high quality results.	36	30	60	50	05	04	13	11	06	05
Team work creates an environment of mutual trust and respect.	32	27	47	39	08	7	28	23	05	4
Feedback is needed for improve the team performance.	50	41	40	31	02	02	20	17	08	07
Team creates new ideas and creativity.	45	37	50	42	03	03	10	08	12	10
Team work builds morale and actual results.	20	17	30	25	06	05	37	30	27	23
Team members show passion towards task.	35	29	46	38	04	03	15	13	20	17
Team lead always to keep learning & update his skill.	42	35	28	23	07	06	34	29	09	07
Coaching is important for team leaders.	10	08	55	46	03	02	38	32	14	12
Team leader is master to achieve the team objectives.	34	28	56	47	04	03	19	16	07	06
Team leader have troubleshooting skills.	12	10	32	27	05	04	50	42	21	17
Team leader have an important role of eliminating the negative impact of external factors on team performance.	15	12	16	13	04	03	47	40	38	32
Team leader consider the team members are inputs, when making decisions.	16	13	56	47	09	08	29	24	10	08
Team leader uses resources effectively.	13	11	12	10	03	02	42	35	50	42
Team works lead the better solutions.	46	38	43	36	08	07	05	04	18	15

Team work accomplish the tasks faster.	60	50	35	29	05	04	04	03	16	14
Healthy competition is needed for team.	31	26	20	17	04	03	48	40	17	14
Development of relationships avoid unnecessary conflicts in team.	25	21	46	38	06	05	11	09	32	27
Team members should have unique qualities.	22	18	31	26	07	06	49	41	11	09
Teamwork is important as it helps to create synergy.	11	09	42	35	03	02	35	29	29	25
Team has clear goals	44	37	10	08	04	03	39	33	23	19
Mutual trust is needed for team.	26	21	41	34	09	08	25	21	19	16
All the team members are effectively participated.	28	23	13	11	05	04	44	37	30	25
Open communication is needed for team.	33	27	44	37	08	07	14	11	21	18
Self direction and self motivation is needed for effective teams.	18	15	36	30	07	06	26	22	33	27
Team uses efficient ideas.	17	15	34	28	02	01	42	35	25	21

3.2. CHI-SQUARE TEST:

Statements:

- H_0 = Team does not creates new ideas and creativity.
 H_1 = Team creates new ideas and creativity.
- H_0 = feedback is not needed for improve the team performance.
 H_1 = feedback is needed for improve the team performance.
- H_0 = Team work does not produce high quality results.
 H_1 = Team work produce high quality results.
- H_0 = Team work does not builds morale and actual results.
 H_1 = Team work builds morale and actual results.
- H_0 = Team members does not show passion towards task.
 H_1 = Team members show passion towards task.

6. H₀= Team leader does not have troubleshooting skills.
 H₁= Team leader have troubleshooting skills.

7. H₀= Healthy competition is not needed for team.
 H₁= Healthy competition is needed for team.

8. H₀= Team has clear goals.
 H₁= Team has clear goals.

9. H₀= Open communication is needed for team.
 H₁= Open communication is needed for team.

Note: where the chi-square calculated value greater than the table value, H₀ is rejected and H₁ is accepted that indicates the employees have positive opinion towards statements.

CHI-SQUARE TEST:

Statements	Chi-square cal Value	Df	Asymp. Sig. (2-sided)	Chi-square Tab Value	Opinion
1.	27.724 ^a	16	.034	26.30	Accepted
2.	34.686 ^a	16	.004	26.30	Accepted
3.	36.267 ^a	16	.003	26.30	Accepted
4.	34.686 ^a	16	.004	26.30	Accepted
5.	31.343 ^a	16	.012	26.30	Accepted
6.	32.992 ^a	16	.007	26.30	Accepted
7.	33.917 ^a	16	.006	26.30	Accepted
8.	34.192 ^a	16	.005	26.30	Accepted
9.	34.271 ^a	16	.024	26.30	Accepted

INTERPRETATION: From the above table shows that all the statements of chi-square calculated value is greater than the table value at 16 degree of freedom, at 0.05 level of significance. So H₀ is rejected and H₁ is accepted. The employees have the positive opinion towards the above statements.

4. SUGGESTIONS:

- ❖ The organization should provide freedom to team members to take decisions towards the organization goals.
- ❖ The organizations should provide all facilities to team for create new ideas and creativity.
- ❖ The organization should provide authority to team leader always to keep learning & updating the skills.
- ❖ The organization should provide Coaching for team leaders
- ❖ The organization should utilize the resources effectively.
- ❖ The organization should develop mutual trust between team members towards achieving the organization goals.

4.1. CONCLUSION

After the study of “EFFECTIVENESS OF TEAMWORK” in APSPDCL, finally it is observed that the most of team members in the organization satisfied with the facilities, and also the organization should provide authority to team members participating in the decision-making process, it will made them more courage’s and enthusiastic towards working in the organization.

4.2. REFERENCE:

1. Vanessa urch druskat and Anthony T.pescosolido: The content of effective teamwork mental models in self-managing teams:Ownership, learning and needful interrelating: Human Relations [0018-7267(200203)55:3], Volume 55(3): 283–314: SAGE Publications,London.
2. Susan G.cohen and Diane E.Bailey:what makes team work: Group effectiveness research from the shop floor to the executive suite. Journal of management, 1997.vol.23, No.3, 239-290.
3. Susan G.cohen:Designing effective self-managing work teams,july 1993,CEO Publication,G93-9(229),vol.1.
4. Martin Hoegl, K. Praveen Parboteeah and Hans Georg emuenden: Whenteamwork really matters: task innovativeness as a moderator of the teamwork–performance relationship in software development projects.Journal of Engineering and Technology management JET-M 20 (2003) 281–302
5. Beatrice J. Kalisch,Hyunhwa Lee and Monica Rochman: Nursing staff teamwork and job satisfaction, Journal of Nursing Management, 2010, 18, 938–947.
6. Barbara A. Oakley, Darrin M. Hanna, Zenon Kuzmyn, and Richard M. Felder: Best Practices Involving Teamwork in the lassroom: Results From a Survey of 6435 Engineering Student Respondents. Ieee Transactions On Education, vol. 50, no. 3, August 2007.
7. Kimberly A. Smith-Jentsch, Gwendolyn E. Campbell, Dana M. Milanovich, Angelique M. Reynolds: Journal of Organizational Behavior, J. Organiz. Behav. 22, 179-194 (2001).
8. Desmond J. Leach and Toby D. Wall, Steven G. Rogelberg and Paul R. Jackson: Team Autonomy, Performance, and Member Job Strain: Uncovering the Teamwork KSA Link, Applied Psychology: An International Review, 2005, 54 (1), 1–24.
9. T. Manser: Teamwork and patient safety in dynamic domains of healthcare: A review of the literature, Acta Anaesthesiol Scand 2009; 53: 143–151, printed in Singapore.
10. Ajay Kr.Singh and Antony:The Spirit of Team Work, Delhi Business Review _ Vol. 6, No. 2, (July - December 2005).
11. Xyrichis A. & Ream E. (2008) Teamwork: a concept analysis. Journal of Advanced Nursing 61(2), 232–241.
12. Martin Hoegl and K. Praveen Parboteeah: Goal setting and team performance in innovative projects: On the moderating role of teamwork quality, Small Group Research, SVol. 34 No. 1, February 2003 3-19, Sage Publications.