

A Study on Hr Initiatives towards Team Work in it Firms in Chennai

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Abstract

Industrial organizations in our country are realizing the need to prepare to face increasing competition in the globally spreading free market economy. The market forces are sometimes favorable and at some other times unfavorable for the growth of an organization. In order to build a healthy organization the owners, management and workers have to work in harmony strengthening the we-together attitude. Teamwork has been conceptualized within several theoretical models. The objective of this study is to study the different HR initiatives and impact of such initiatives on team work and to assess the level of comfort experienced by the team members due the efforts of HR initiatives. The study has shown that balanced role, performance review, support and trust, good rapport and inter-personal relationship and communication initiatives by the management are high towards the team work. Likewise it has shown that comfort in the team, responsibility and minimum membership initiatives by the management exists.

Keywords : HR Initiatives, teamwork, balanced role, performance review trust and support.

Introduction

Speed, uncertainty, complexity, and connectivity are the characteristics of today's business. These factors combine to make work environments more complex and demanding. Businesses are faced with intense competitive pressures. Hence, this requires them to continually develop their competencies to respond to the ever-changing market forces.

Complexity is an outcome of the diverse factors which have to be integrated together to arrive at the optimum business solution. Greater connectivity across national and organizational borders implies

that organizations have instant access to customers, to colleagues, and to highly sophisticated information about the performance. As a result of these pressures, managers are required to keep abreast with the developments in the field of technology, science and the different business forms, to sustain their market positions. To respond to these challenges, have to look at newer forms of work, which have the capacity to handle a complex and sophisticated market place.

As an organization development intervention, team building can improve the effectiveness of work groups. Team building usually begins with a diagnostic process through which team members identify problems, and it continuous with the team's planning actions to take in order to resolve those problems.

Review of Literature

Teamwork has been conceptualized within several theoretical models. For example, in their review, Rousseau et al. reported that 29 frameworks related to teamwork have been published. Although there is much overlap across these models, there are also some notable differences. These relate to the number of dimensions of teamwork being conceptualized as well as the specific labelling of these dimensions. One thing that is generally agreed upon, however, is that teamwork is comprised of multiple observable and measurable behaviors. For instance, two

highly cited frameworks by Marks et al. and Rousseau et al. consist of 10 and 14 dimensions of teamwork, respectively. In general, teamwork models focus on behaviors that function to (a) regulate a team's performance and/or (b) keep the team together. These two components coincide with the two respective processes that Kurt Lewin, the widely recognized father of group dynamics, originally proposed all groups to be involved in: locomotion and maintenance.

Significance of the Study

Industrial organizations in our country are realizing the need to prepare to face increasing competition in the globally spreading free market economy. The market forces are sometimes favorable and at some other times unfavorable for the growth of an organization. In order to build a healthy organization the owners, management and workers have to work in harmony strengthening the we-together attitude. Both the labour and management of an industrial organization need to realize that there is commonality of interests between them and both stand to gain from a healthy organization.

The 'management' of an industrial organization is the guiding and organizing force to direct, Communication-ordinate and control the human efforts required to run the organization. The human resource is the most important asset of an organization.

As **Deming** has said, "*The greatest waste is the failure to use the abilities of people*". Such abilities can be found in employees at all levels. Galileo had said, "*I never met a person so ignorant I couldn't learn from him*".

Team work is one of the ways of coordinating and regulating the human contribution to work organization. It is supposed to ensure both the attainment of

economic objectives and satisfaction of some human needs and interests.

Statement of the Problem

Team work is an ideal for "product innovation" in an environment, which can render a product obsolete in shorter time frames. Teams are very useful in performed work that is complicated, complex, inter-related and more voluminous than one person can handle. Every organization insists their workers to work as a team in order to get more profit and Productivity in the current business world, also to avoid smaller issues to reach the top level management. Teams improve communication and more creativity and more efficient at problem solving. Thus every management should take various initiatives in forming, maintaining and developing the teams.

Objectives of the Study

- To study the different HR initiatives and impact of such initiatives on team work.
- To assess the level of comfort experienced by the team members due the efforts of HR initiatives.

Methodology of the Study

This study is descriptive in nature and has been carried out by involving junior level executives working with various automobile units in Chennai. The sample size is 60 and uses convenience sampling method. The tool used to collect data is a structured questionnaire.

Limitations of the Study

- This study is confined to only automobile firms in Chennai.
- This study could inherit the limitations of convenience sampling.

- This study could suffer from the bias and prejudice of respondents.

Data analysis and interpretation

The data collected has been analysed so as to arrive at logical conclusions. The

study also included the formulation of hypotheses.

Hypothesis I

Null Hypothesis: There is no association between age and level of agreement with respect to

Management initiative towards team work.

Table 1 : Chi-square Test for association between Age and level of agreement with respect to management initiative towards team work

Age	Management initiative		Total	Chi-square Value	P Value
	Low	High			
Below 27	3 (11)	23 (89)	26 (100)	3.255	.471
Above 27	12 (35)	22 (65)	34 (100)		
Total	15 (25)	45 (75)	60 (100)		

This table shows that most of the respondents (89 percent) of age below 27 years feel that management initiative are high towards the team work and the remaining respondents (11 percent) of age below 27 years feel that management initiatives are low, where as little less than two third of the respondents (65 percent) of age above 27 years feel that management initiative are high towards the team work and the remaining respondents (35 percent) those who are above 27 years feel that management initiative are low. Thus it can be inferred that among the respondents, those who are below 27 years of age feel

that management initiative are high when compared to the respondents of age above 27 years.

Since P value is more than 0.01, the null hypothesis is accepted at 5 percent level of significance. Hence is no significant relationship between age and level of agreement with respect to management initiative towards team work.

Hypothesis II

Null Hypothesis: There is no association between education and level of agreement with

respect to Management initiative towards team work.

Table2 : Chi-square Test for association between education and level of agreement with respect to management initiative towards team work

Education	Management initiative		Total	Chi-square Value	P Value
	Low	High			
Non-Technical	9 (38)	15 (62)	24 (100)	3.333	.411
Technical	6 (17)	30 (83)	36 (100)		
Total	15 (25)	45 (75)	60 (100)		

This table indicates that most of the respondents (83 percent) of Technical

qualification feel that management initiatives are high towards the team work and the remaining one tenth (17 percent) of the respondents of technical qualification feel that it is low, whereas little less than two third of the respondents (63 percent) of non-technical qualification feel that management initiatives are high towards the team work and the remaining respondents (37 percent) of non-technical qualification feel management initiative are low. Thus from the above table it can be inferred that among the respondents, those who have technical qualification feel that the

management initiatives are high towards the team work than the respondents of non-technical qualification.

Since P value is more than 0.01, the null hypothesis is accepted. Hence is no significant relationship between education and level of agreement with respect to management initiative towards team work.

Hypothesis III

Null Hypothesis: There is no association between department and level of agreement with

respect to Management initiative towards team work.

Table3 : Chi-square Test for association between department and level of agreement with respect to management initiative towards team work

Department	Management initiative		Total	Chi-square Value	P Value
	Low	High			
Production	15 (38)	25 (62)	40 (100)	2.333	.211
Service	0 (0)	20 (100)	20 (100)		
Total	15 (25)	45 (75)	60 (100)		

It is very surprised to see that all of the respondents (100 percent) of service department feel that the management initiative are high towards the team work where as little less than two third (63 percent) of the respondents of production department feel that management initiative are towards the team work and the remaining respondents (38 percent) of production department feel that it is low. Thus it can be inferred that, all the respondents of quality department feels that management initiative are high when

compared to the respondents of production department.

Since P value is more than 0.01, the null hypothesis is accepted. Hence is no significant relationship between education and level of agreement with respect to management initiative towards team work.

Hypothesis IV

Null Hypothesis: There is no association between designation and level of agreement with

respect to Management initiative towards team work.

Table 4 : Chi-square Test for association between designation and level of agreement with respect to management initiative towards team work

Designation	Management initiative		Total	Chi-square Value	P Value
	Low	High			
Technical Technician	8 (38)	13 (62)	21 (100)	2.955	.211
Administrative Staff	7 (18)	32 (82)	39 (100)		
Total	15 (25)	45 (75)	60 (100)		

From the above table it can be inferred that little less than two third (62 percent) of the respondents of Technical Technician feel that management initiatives are high towards the team work and the remaining one third (38 percent) of the respondents of Technical Technician feel that it is low,. On the other hand most of the Administrative Staff (82 percent) feel that the management initiatives are high and the remaining respondents (18 percent) of Administrative Staff feel that it is low.Thus it can be inferred that most of the respondents of Administrative Staff feel that

the management initiative are towards the team work than the respondents of technical technician designation.

Since P value is more than 0.01, the null hypothesis is accepted. Hence is no significant relationship between designation and level of agreement with respect to management initiative towards team work.

Hypothesis V

Null Hypothesis: There is no association between team experience and level of agreement with respect to Management initiative towards team work.

Table 5 : Chi-square Test for association between team experience and level of agreement with respect to management initiative towards team work

Team Experience	Management initiative		Total	Chi-square Value	P Value
	Low	High			
Below 2	-	16 (100)	16 (100)	3.843	.219
Above 2	15 (34)	29 (66)	44 (100)		
Total	15 (25)	45 (75)	60 (100)		

This table indicates that all of the respondents (100 percent) of below two years of team experience feel that the management initiatives are high towards the team work, whereas two third (66 percent) of the respondents of above two years of team experience feel that the management initiatives are high towards the team work and the remaining respondents (34 percent) feel that it is low.Thus it can be inferred that

all of the respondents who have below two years of team experience feel that management initiatives are high when compared to the respondents who have above two years of team experience.

Since P value is more than 0.01, the null hypothesis is accepted. Hence is no significant relationship between team experience and level of agreement with

respect to management initiative towards team work.

Table 6: Impact of management initiative on Team work

Initiative Factors	Strongly disagree	Disagree	Agree	Strongly agree	Total
Minimum membership	4 (7)	3 (5)	28 (47)	25 (41)	60 (100)
Balanced Role	-	-	25 (42)	35 (58)	60 (100)
Clear Objectives	-	-	26 (43)	34 (57)	60 (100)
Support and Trust	-	-	28 (47)	32 (53)	60 (100)
Performance review	-	-	14 (23)	46 (77)	60 (100)
Rapport and interpersonal relationship	-	-	9 (15)	51 (85)	60 (100)
Goals to achieve	-	-	25 (42)	35 (58)	60 (100)
Good rapport and interaction	-	-	1 (2)	59 (98)	60 (100)
Comfort in team	1 (2)	14 (23)	33 (55)	12 (20)	60 (100)
Responsibility	-	-	34 (57)	26 (43)	60 (100)
Trust of members	-	-	3 (5)	57 (95)	60 (100)
Good Communication	-	-	3 (5)	57 (95)	60 (100%)

Minimum membership:

88 percent agree that the minimum membership initiative by the management exists among which little more than two fifth of the respondent (41 percent) strongly agree with this statement and the remaining 12 percent disagree with this statement.

Balanced role:

100 percent agree that management provides a balanced role while 58 percent strongly agreed that with this statement.

Clear objective:

100 percent agree that the management initiative objectives are clear. 57 percent strongly agree that with this statement.

Support and trust:

100 percent agree that management shows support and trust. 53 percent strongly agree that with this statement.

Performance review:

100 percent agree that management ensures performance review. 77 percent strongly agree that with this statement.

Rapport and inter-personal relationship:

100 percent agreed that management initiatives provide rapport and inter-personal relationship among team members. 85 percent strongly agree that with this statement.

Goals to achieve:

100 percent agree that the management initiatives leads to goal achievement by the team members. 58 percent strongly agree that with this statement.

Good rapport and interaction:

100 percent agree management initiatives lead to good rapport and interaction among team members. 98 percent strongly agreed that with this statement.

Comfort in the team:

75 percent agree that management initiatives lead to team members enjoying comfort within the team. 20% of the respondents strongly agree with this statement and remaining respondent 25 percent disagree with this statement.

Responsibility:

100 percent agree that management initiatives lead to responsibility being shouldered by the team members. 43 percent strongly agree that with this statement.

Trust of members:

100 percent agreed that management initiatives lead to trust among members. 95 percent strongly agreed that with this statement.

Good communication:

100 percent agree that management initiatives lead to lead to good communication among the team members. 95 percent strongly agree with this statement.

Table 7 : Impact of level of comfort on Team

Factors	Strongly Disagree	Disagree	Agree	Strongly agree	Total
Sound Procedures	-	-	21 (35)	39 (65)	60 (100)
Co-operation from management	1 (2)	15 (2)	22 (37)	22 (37)	60 (100)
Proper Leadership	2 (4)	5 (8)	23 (38)	30 (50)	60 (100)
Opportunities	-	-	35 (58)	25 (42)	60 (100)
Communication pattern	-	-	10 (17)	50 (83)	60 (100)
Sharing of information	2 (4)	5 (8)	23 (38)	30 (50)	60 (100)
Participation level	-	-	27 (45)	33 (55)	60 (100)
Collective Decision Making	-	16 (27)	10 (16)	34 (57)	60 (100)
Sharing of Appreciation	-	9 (15)	23 (38)	28 (47)	60 (100)
Sound inter group relationship	-	-	3 (5)	57 (95)	60 (100)

Sound Procedures:

All the respondents agree that the sound procedures adopted within the team

makes them to have a high level of comfort within the team. 65 percent strongly agree with this statement.

Co-operation from management:

73 percent agreed that, the co-operation from the management makes the respondents to have a high level of comfort in the team. 36 percent strongly agree with this statement and the remaining 25 percent disagree with this statement.

Proper Leadership:

88 percent agree that proper leadership exists in their team which gives them a high level of comfort. 50 percent strongly agree that with this statement and the remaining 8 percent) disagree with this statement.

Growth opportunities:

All the respondents agree that growth opportunities within the team makes them to have a high level of comfort. 42 percent strongly agree with this statement.

Communication pattern:

All agree that, the communication pattern established within the team makes the respondents to have high level of comfort. 83 percent strongly agree with this statement.

Sharing of information:

88 percent agree that sharing of information among the respondents makes them to have a high level of comfort. 50 percent strongly agreed that with this statement and the remaining 8 percent disagree with this statement.

Participation level:

All agree that participation level among the respondents makes them to have a high level of comfort with in their team. 55 percent strongly agree with this statement.

Collective decision making:

73 percent agree that, the collective decision making among the respondents makes them to have a high level of comfort

with in their team members. 57percent strongly agreed with this statement and the remaining 27 percent disagree with this statement.

Sharing of appreciation:

85 percent agree that sharing of appreciation among the respondents makes them to have a high level of comfort with in their team. 46-percent strongly agreed with this statement and the remaining 15 percent disagree with this statement.

Sound inter-group relationship:

All agree that, sound inter-group relationship among the respondents makes them to have a high level of comfort within their team. 95 percent strongly agree that with this statement.

Findings of the Study

Personal data:

- The researchers found that majority of the respondents are above 27 years also they are technically qualified.
- Majority of the respondents are Technical Apprentice belong to production department are existing in the team size of above nine.
- Most of the respondents have five years of experience among which two years of team experience.

Management initiatives:

- Vast majority of the respondents feel that overall management initiatives towards team work is high.
- Most of the youngsters of technical qualification feel that management initiatives are high towards the team work.
- All the respondents of quality department with designation Technical Apprentice feel that management initiatives are high.

- Vast majority of the respondents belong to team size of above 9 feel that management initiatives are high.
- Respondents of experience above five years and below two years of team experience feel that management initiatives are high.

Impact of management initiative:

- All the respondents feel that balanced role, performance review, support and trust, good rapport and inter-personal relationship and communication initiatives by the management are high towards the team work.
- Vast majority of the respondents feel that comfort in the team, responsibility and minimum membership initiatives by the management exists.

Level of comfort:

- Vast majority of the respondents feel that level of comfort within the team members is high.
- Most of the youngsters feel that level of comfort within the team is high
- The technically qualified youngsters of quality department feel that the level of comfort is high.
- Most of the respondents of above five years of experience and below two years of team experience who exists in team size of above nine feel that level of comfort is high.

Impact of level of comfort:

- Sound procedure, co-operation from the management, proper leadership, communication pattern, sharing of information and high level of participation makes all the respondents to feel that level of comfort is high within the team.
- Vast majority of the respondents feel that opportunities for growth, sharing

of appreciation and collective decision making makes them comfortable in the team.

Suggestions

- Involving employees in decision making process can be fine-tuned to achieve astounding results.
- Recognition from the management, information sharing from the management are the best HR initiatives practices. When the above two are focused intensively; the real fruit of success can be felt.

Conclusion

Various HR initiatives are taken by the management in forming, maintaining and developing the teams. The initiatives by the HR makes the employees to feel that level of comfort within the team which is very high and the leads to team cohesiveness. As a outcome of this study the researcher observed that, there is a good understanding between the management and the teams which exists in the organizations.

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