



Team Performance Management System with Special Reference to Digital Links India Private LTD

KEYWORDS

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ABSTRACT Organizations depends on their teams to implement its strategies and the team enables organizations to be flexible and responsive in the competitive global environment. Teams contribute to the organizations, while at the same time provides opportunities to team member's to develop relationships within them. Teams are viewed as a major source of "Environmental forces" that help shape team members. A Research by Taggard and Brown shows (2001) that there is a statistically significant relationship between team members behavior and team performance.

The primary objective of the study is to explore the relationship between team performance and behavioral characteristics such as role clarity, role satisfaction, liking, goal agreement, openness to change and differences, participative leadership style, division on teams into sub teams, effective handling of team conflicts. The secondary objectives are to determine the attitude of the employees such as work satisfaction; organizational commitment, team commitment, and team unification.

INTRODUCTION

Teams of people working together for a common purpose have been a centerpiece of human social organization ever since our ancient ancestors first banded together to hunt game, raise families, and defend their communities. Human history is largely a story of people working together in groups to explore, achieve, and conquer. Yet, the modern concept of work in large organizations that developed in the late 19th and early 20th centuries is largely a tale of work as a collection of individual jobs. A variety of global forces unfolding over the last two decades, however, has pushed organizations worldwide to restructure work around teams, to enable more rapid, flexible, and adaptive responses to the unexpected. This shift in the structure of work has made team effectiveness a salient organizational concern. With increasing globalization and usage of teams in organization, the behavior and characteristics of teams are of interest to managers and scholars. Most organizations today use teams to implement day to day activist to assist them in achieving their strategies. Teams have become an essential factor of the organizational environment. A carefully selected team joins well-informed individuals into a group setting to complete an important task. The individuals are selected for their product knowledge, as well their skills, reasoning and leadership abilities. The team members bring a diverse view to the group which promotes greater accuracy, adaptability and resolution development.

2. INDUSTRY PROFILE

Knowledge Processing Outsourcing (popularly known as a KPO), calls for the application of specialized domain pertinent knowledge of a high level. The KPO typically involves a component of Business Processing Outsourcing (BPO), Research Process Outsourcing (RPO) and Analysis Proves Outsourcing (APO). KPO business entities provide typical domain-based processes, advanced analytical skills and business expertise, rather than just process expertise. While KPO derives its strength from the depth of knowledge, experience and judgment factor; BPO in contrast is more about size, volume and efficiency. The future of KPO has a high potential as it is not restricted to only Information Technology (IT) or Information Technology Enabled Services (ITES) sectors and includes other sectors like Legal Processes, Intellectual Property and Patent related services, Engineering Services, Web Development application, CAD/CAM Applications, Business Research and Analytics, Legal Research, Clinical Research, Publishing, Market Research (Market research KPO) etc.

3. COMPANY PROFILE

DIGITAL LINKS is a Multimedia / Web Solutions & Process Outsourcing Company based in Chennai, India. Focused on providing a wide range of services relating to the web and personalized software applications, KPO & BPO. With experience across this industry, Digital Links offer customers:

- A base of highly educated professionals with expert knowledge
- Deep understanding of industry requirements & customer expectations.
- Experience building customer-specific, optimized delivery solutions.
- A rich set of field-proven best practices
- World-class global facilities and infrastructure

4. LITERATURE REVIEW

4.1 Team and Team Leadership Behavior

Katzenbach and Smith (1993) define that a team is composed of several mutual-favoring people to achieve the common goal and fulfill the common responsibility. Jessup (1990) argues that a team needs the inter-dependence and inter-commitment among team members to achieve common goal. Jessup (1990) and Shonk (1992) also argue that team has to conform to these three conditions: 1. Composed of more than two members; 2. Stressing interdependence and coordination among team members to achieve working goal; and 3. Team member's being encouraged to achieve common goal. Lewis (1993) defines that team is just an identification group in pursuit of common goal. The group guides its members to get along well with each other and work happily together, purposing to encourage them to achieve high-quality performance. Some researchers' opinions on team are expressed from the performance perspective.

4.2 Team Effectiveness

Organization expects to improve team effectiveness by strengthening the team performance. This is the major reason for today's popularization of team operation. Most of the researches study team effectiveness through the measurement of team performance. But different researchers have heterogeneous research purposes as they take different perspectives in their studies of team. As a result, the evaluation of team effectiveness has diversified characteristics. Thus, this study attempts to integrate many research dimensions of team effectiveness.

4.3 Social Capital

The term of "social capital" can be traced back to the initial research on the network of social human interaction. This research points out that social capital can strengthen human relationship network of community. Not merely being the foundation of community trust, cooperation and collective action, social capital can enhance the development of individual human resource in the community (Jacobs, 1965).

4.4 Structural Dimension

Structural dimension means that a linkage with inter-person or inter-unit relationship network is formed in the organizational or community relationship network. Structural dimension can be divided into three sub dimensions: (1) Network tie, which is a linkage of social systems to establish network tie depending on network members; (2) Network configuration, which is a structural linkage network using density, linkage and level to depict network configuration; and (3) Appropriate organization, which is an establishment of network with specific purpose transferred to other purpose.

4.5 Relationship Dimension

Relationship dimension refers to the development of inter-person relationship based on respect, friendship and trust through a certain period of time, and this relationship can cause impact on the behavior of team member. As Coleman (1990) argues that whenever individual has a stronger sense of social relationship than the sense of goal achievement, the social capital is related to the relationship dimension. Besides, Fuknyama (1995) and Putnam (1993) point out that the key factors for the relationship dimension are trust and reliability. Therefore, this research adopts the dimension of total feeling of trust of team to measure team interaction effect.

4.6 Cognitive Dimension

The term "cognitive" means that an organizational member can identify himself or herself with the situation of organization. Cognitive dimension promotes the consistent behavior and common opinion of individual members in looking at one thing, such as the sharing of value, codes, language and narratives. Rokeach (1973) argues that value is a kind of sustainable belief that individuals can insist on. Meanwhile, team belief not only can enhance the unification of team members, but also stimulate the purpose and goal consistency of members (Hackman, 1987; Guzzo & Shea, 1992).

4.7 Team Diversity

Regarding the term of "team diversity," different researchers have given different definitions. Researchers of organizational demography focus on two dimensions of team diversity: (1) Explicit characteristics, such as age, race and gender; and (2) Relative job characteristics, such as job functional background and seniority (Bantel & Jackson, 1989; Wanger, Pfeffer & O'Reilly, 1984; Wiersema & Bird, 1993; Williams & O'Reilly, 1998). Wittenbaum and Stasser (1996) argue that diversity is a kind of characteristic formed by experience or information difference. Team diversity also means the individual heterogeneity of team (Blau, 1997; Williams & O'Reilly, 1998).

5 RESEARCH DESIGN

The main aim of the present study is to understand the team performance and its' effectiveness. Since the research intends to measure the happening and existing variables, this research is Descriptive in nature. Thus for the present study descriptive research design is adopted.

6. SAMPLING PLAN

Sampling Technique: Non Probability sampling method
Sample Element: Employees at DIGITAL LINKS INDIA PVT LIMITED

Sample Size: 100 team members and 5 team leaders

Sample Media: Questionnaire

7. STATISTICAL TOOLS USED

1) Chi Square

2) One Way Anova
3) Weighted Average

8. ANALYSIS OF DATA

Table No 1 Relationship Between Team Members Gender And Their Satisfaction With Their Roles

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.107(b)	1	.024
Continuity Correction(a)	4.205	1	.040
Likelihood Ratio	5.094	1	.024
Fisher's Exact Test			
Linear-by-Linear Association	5.056	1	.025
N of Valid Cases	100		

Chi-Square value is 5.107 for 1 degree of freedom. The P value is .024 which is less than 0.05 level of significance. So it is highly significant. Thus it is proved that there is a significant relationship between Gender and team member's satisfaction with their roles.

Table No 2 Relationship Between Team Members Satisfaction With Their Roles And their marital status

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.011	2	.506	2.289	.107
Within Groups	21.429	97	.221		
Total	22.440	99			

Since the significance level 0.107 is greater than the P value, H0 is accepted and thus it is concluded that there is no significant difference between marital status and team members having good understanding of each other's abilities.

Table No 3 Relationship Between Team Members Satisfaction With Their Roles And their marital status

FACTORS	TOTAL	AVG
Happy being the member	432	8.6
Members are comfortable to work with	404	8.1
Team members are truthful and honest	384	7.7
There is a strong team spirit	390	7.8
Good understanding of each others abilities	412	8.2
Team members can rely on each other	411	8.2
Members know each others point of view	401	8.0

From the above table it shows that respondents are very happy being the members of the team (8.6) in their organization. Members have a good understanding of each other's abilities (8.2). Team members feel that they can rely on each other and they can work as a team (8.2). Member's of the team feel comfortable to work with other members (8.1). Team members know each others point of view without needing to ask (8.0). There is a strong team spirit in the team (7.8). Team member's feel that all the other members are truthful and honest (7.7).

9. FINDINGS

9.1 Findings from team members are as follows:

- Most of the employees are un-married, belong to age group between 21-30, and undergraduates.
- 41% of the employees have 3-4 years of experience.
- 45% of the employees agree that their team is open to new ideas and is constantly improving.
- 49% of the employees strongly agreed that team uses

time very efficiently

- 45% of the employees strongly agree that team encourages innovation.
- 46% strongly agree that team spends a lot of time on planning how to get its work done.
- 60% of the employees mostly feel that there is warmth or affection among members.
- 59% of the employees mostly feel that they enjoy each other's company in the team.
- 51% of the employees strongly agree that they are happy being the member of the team.
- 60% of the employees mostly feel that they are happy with their roles.
- 40% of the employees agree that they are comfortable in the team.
- 40% of the employees neither agree nor disagree that there is a strong team spirit.
- 39% of the employees strongly agree that there is a good understanding among the team members
- 39% of the employees agree that they rely on each other.
- 39% of the employees agree that they know each other.
- 56% of the employees partly agree that individual and team performance are recognized & rewarded
- 53% of the employees mostly feel that they actively engage in helping others to improve their performance by providing Feedback assistance or assessment

9. 2 Findings from Team Leaders are as follows:

- 4% of the Team Leaders feel that the efficiency in getting things done from their team is better.
- 3% of the Leader's feel that quality of the team member's work is Average.
- 2% feel that member's ability to be self directed is Ok.
- 3% feel that performance against all other teams in the division that perform similar work is Ok.
- 4% of the team members feel that the ability to continue working together effectively in the future is good.

10. SUGGESTION AND RECOMMENTATIONS.

The following are the suggestions based on the findings of the study.

- "The Digital Links India Private Ltd" employees feel that the employee talent should be recognized, though the company has proper system of rewards and recognition policy.
- Financial incentives and packages should be provided to minimize the attrition levels.

- The organization uses better mentoring tool and make efficient reward system that will boost the morale of the employee and enhance the performance.
- Good appraisal processes, together with innovative reward scheme, are necessary to motivate and retain employees.
- The management should clearly articulate that if it is in favor of participation from employees with work related issues regarding performance
- Team based incentives can implement apart from individual incentives.
- The company can implement a business process management system including a high level measuring system for monitoring end to end business processes such as HR, training, etc.

11. CONCLUSION

The research revealed many enlightening aspects about the performance management system of "The Digital Links India Private Ltd". The company follows a unique and a well structured and updated performance management system. The requirements under the system are well communicated to the employees and efficient review of performance standards is being undertaken periodically, however certain areas of the system are oblivious to some employees. This suggests the need to identify the communication gap and take appropriate measures. As a whole the system has paid-off and employees are satisfied with the associated reward and recognition meted out to them.

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