



## "A study on Team Climate and its impact on Team Effectiveness" A case study at Sure and Safety Pvt. Ltd. -Management

### KEYWORDS

Team climate, team effectiveness, organizational culture, globalization

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**ABSTRACT** *To achieve a team goal its climate and effectiveness play a vital role. Team climate is a 'socially meaningful' work environments provided by work groups or teams, in which members identify with a common vision or task objectives, and interact with each other in order to perform tasks that are interdependent. Team effectiveness refers to the extent to which a team achieves its objectives, achieves the needs & objectives its members, sustains itself over time. The main objective of the research is to measured team climate and its impact on team effectiveness and to analyze the factors influencing Team Climate and its effectiveness. The study is done through structured questionnaire using random sampling technique. The statistical analysis method employed was descriptive. The finding reveals that positive team climate lead to increase in team effectiveness to achieve team objective and vice versa.*

#### Introduction:

Together Everyone Achieves More

#### A team is a group of individuals:

- with complementary skills
- who depend upon one another to accomplish common purpose
- For which they hold themselves mutually accountable.

**Team climate** is a 'socially meaningful' work environments 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.

**Team effectiveness** refers to the extent to which a team achieves its objectives, achieves the needs & objectives its members, Sustains itself over time.

There are four climate factors as being central in determining effective team functioning. These four factors are:

**Participative safety:** How much trust participating team members feel there is within the group when explaining their opinions and ideas. In this we try to find out following factors are Information Sharing, Influence, Safety.

**Support for innovation:** Support provided by the team for innovative ideas.

There are two types of support i.e. Articulated support and Enacted support.

**Team vision:** how clearly the team defines goals. When the team has a vision, objectives can be set and the effectiveness of these objectives determined. In this we try to find out following factors: Clarity, Perceived Value, Shared, Attainable

**Task Orientation:** how much effort the team puts into achieving excellence in what it does. In this we try to find out following factors i.e. Excellence and Appraisal

#### Literature Review

Anderson and West applied the concepts of shared perceptions and organizational climate to understand the climate of work groups. They stated that three necessary but not sufficient conditions need to exist for shared perceptions and a shared climate to be possible at the group level: individuals must interact, individuals must have some common goal which predisposes individuals toward collective action, and there must be sufficient task interdependence to develop shared understandings. Anderson and West developed a Four-factor theory of group climate for innovation they are vision, participative safety, task orientation, and support for innovation. Overall, the limited numbers of studies support the use of the TCI in assessing team climate. However, studies have not used the TCI as a self-assessment tool for team members, or as a diagnostic tool for poor performing teams, or as a team building tool among other possible applications. In conclusion, the study not only lends further support to the usefulness of the team climate construct and the TCI instrument.

Assessing "team climate" in project teams Robert Loo\* Faculty of Management, The University of Lethbridge, Lethbridge, Alberta, Canada T1K 3M4 Received 11 January 2002; received in revised form 5 April 2002; accepted 1 October 2002 done research on team Climate and its Effectiveness are important for achievement of team goal. Our study mainly focuses on Team Climate and its Effectiveness in the organization. While the study is for limited time period, there is direct relation with the study but the research undertaken is in different environment.

Research undertaken by Lin, Chieh-Peng, Joe, Sheng-Wuu et.al.,(2013) for exploring Team Climate And Performance: Mediating Effects Of Cooperation And Team Efficacy AS-BBS Annual Conference: Las Vegas , Volume 20 Number 1, pp: 309-324, Feb, 2013. The study above focuses on improving Team Climate and its Effectiveness by changing in leadership style. He concluded that improving team climate may reduce intentions to leave and turnover among employees.

#### Research Objective:

To measure the team climate and its impact on team effectiveness.

To analyze the factors influencing Team Climate and its effectiveness.

**Research Design:** Descriptive research

**Sampling Design:** Simple random sampling method

The Primary data were collected through structured questionnaire filled by cross functional executives, Managers, members of the team, total of 100 employees. Secondary data were collected from past research paper, Company brochure, Company Website.

**Hypothesis of the Study:**

- $H_0$ : Trust has impact on Team climate and its Effectiveness.
- $H_a$ : Trust doesn't have impact on Team climate and its effectiveness.
- $H_0$ : Respect for other's idea has impact on Team climate and its effectiveness.
- $H_a$ : Respect for other's idea doesn't have impact on Team climate and its effectiveness.
- $H_0$ : Getting timely feedback has impact on Team climate and its effectiveness.
- $H_a$ : Getting timely feedback doesn't have impact on Team climate and its effectiveness.

**Hypothesis testing: Chi-Square Testing**

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$d_f = k - 1$$

Confidence interval is 95%,  $\alpha$  5%.

**Results and Discussion**

From the analysis on four factors of team climate and its effectiveness, following findings are come into the light.

**Participative Safety:**

- They put more emphasize on talking informally as they believe that some hidden problems are easily identified and cohesiveness among team increase.
- They have adequate time for performing activity effectively, space and resources for achieving team objective effectively.
- Their boss or supervisor promotes participation by the team in key decision using Management by objective techniques.

**Support for Innovation:**

- if other team members get angry or frustrated, others in the team try to help them work through the issue to achieve a positive outcome by discussing regarding the problems and feel ease to work effectively.
- They are quick to adopt, respond an opportunities to learn new things and to widen their career and for better exploration.
- They respect each other's new ideas for getting new insight of the problem solution.

**Vision:**

- Our team has a written mission statement so that everyone in the team understands the reason for doing the task.
- We have written action plans for achieving our objectives so that they able to identify road map and come

to know that they are on the right direction.

- They said that in the team there is little overlap or conflict in roles on the team as many times team member not able to identify the expertise needed and knowledge required performing a task.

**Task Orientation:**

- Team members put strongly emphasize on getting adequate and timely feedback on our performance against the objectives to know how their behaviour affected others and help them how to behave with others and to identify their strength and weakness for accomplishing a task in the team.
- Team members put strongly emphasize on commitment to achieving the objectives so that they able to utilized the opportunities and effectively achieve objective.
- Team members put emphasize on celebrating achievements and give praise whenever it is due so that they are encouraged to work effectively and it also help in increasing their productivity as their achievements are valued so the team try to achieve more.

**Hypothesis:**

$H_0$ : There is no significant difference on Trust and its impact on team effectiveness.

Scale	$f_o$	$f_a$	$\frac{(f_o - f_e)^2}{f_e}$
Strongly Agree	37	20	14.45
Agree	51	20	48.05
Neutral	11	20	4.05
Strongly Dis Agree	1	20	18.05
Dis Agree	0	20	20
			104.6

$H_a$ : There is significant difference on Trust and its impact on team effectiveness.

$=4_{0.05, 4} = 9.4877$

$\chi^2_{critical} = 9.4877 > \chi^2_{observe}$

So Null Hypothesis is rejected.

$H_0$ : There is no significant difference to promotes participation in taking key decision have impact on team climate and its effectiveness.

$H_a$ : There is no significant difference to promotes participation in taking key decision has impact on team climate and its effectiveness.

Scale	$f_o$	$f_a$	$\frac{(f_o - f_e)^2}{f_e}$
Strongly Agree	33	20	8.45
Agree	35	20	11.25
Neutral	28	20	3.2
Strongly Dis Agree	2	20	16.2
Dis Agree	2	20	16.2
		$\sum \frac{(f_o - f_e)^2}{f_e}$	55.3

$=4$

$_{0.05, 4} = 9.4877$

$\chi^2_{critical} = 9.4877 > \chi^2_{observe}$ . So Null Hypothesis is rejected.

$H_0$ : There is no significant difference in respecting other's idea which impact on Team climate and its effectiveness.

H<sub>a</sub>: There is significant difference in respect for other's idea which impact on Team climate and its effectiveness.

Scale	f <sub>o</sub>	f <sub>a</sub>	$\frac{(f_o - f_a)^2}{f_e}$
Strongly Agree	60	20	80
Agree	24	20	0.8
Neutral	12	20	3.2
Strongly Dis Agree	3	20	14.45
Dis Agree	1	20	18.05
		$\sum \frac{(f_o - f_a)^2}{f_e}$	116.5

=4

$0.05, 4 = 9.4877$

Critical = 9.4877 > Observe. So Null Hypothesis is rejected.

**Conclusion**

Team is very important aspect in today's global competitive scenario. To achieve team objective team climate and its effectiveness is one of the important aspects. Team climate leads to team effectiveness. Positive team climate

lead to increase in team effectiveness to achieve team objective and vice versa. Team not only help organization to grow but it also help to grow individual. Team climate and its effectiveness is measured by four factor i.e. Support for innovation, Participative safety, Vision, Task orientation. In "Sure and Safety Pvt Ltd" company they encourage high team work to accomplish a particular task. By analyzing these factors of team climate and its effectiveness we come to know that the organization is playing very active role to maintain team climate and its effectiveness. The employees are motivated and get encouraged to work in the team. We also test hypothesis saying that trust on each other, active participation in key decision making, Team building activity, giving feedback, and respect for each other's new idea is not the only factors of team climate and its effectiveness. There are other factors also which influences team climate and its effectiveness. But they face some problem regarding solving a conflict, individual problems and authority given and also there are sometimes that they face problem regarding the communication problem.

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