Research Paper

Factors Affecting the Teamwork Effectiveness in Hotels in Odisha

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ABSTRACT *Effective teamwork has a positive influence on the performance of organizations. Now a days organisations are striving to improve the effectiveness of their teams in order to be competitive in the market place. The objective of this study was to investigate the factors determining the effectiveness of teamwork in the classified hotels in Odisha. This study adopted descriptive research design. A purposive sampling method has been used to collect data from 100 employees from various classified hotels in Odisha. Tools of descriptive statistics and factor analysis were employed to analyze the data. The study found that leadership, communication, decision making, trust and performance feedback had a great impact on teamwork effectiveness in the hotels in Odisha. Based on the findings necessary intervention strategies have been suggested.*

Introduction

Post 1990, the liberalisation, privatization and globalization (LPG) has brought in a sea change in the bureaucratic and mechanistic organizational designs across the globe. There is a shift from bureaucratic and mechanistic to team based approach. Small, medium and large organizations began to believe that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction. Thus, organizations across all sectors are now encouraging the team development and functioning.

The research studies reveal that in spite of endeavours by researchers trying to investigate the factors affecting the teamwork effectiveness, quantitative evaluation of specific factors have largely been inconclusive and emphasised the need for further research (Schwartzmann, 1986), there exists a gap as to determine the determinants affecting the teamwork effectiveness prevalent in hotels and what are its implications especially regarding service organisations. Thus the study has been taken up so as to find out that how effective teamwork can help to develop better work culture and climate and address the void that exists as identified in literature reviews and research findings and help in adding to the existing body of knowledge.

Definitions of key terms
Team

A team is a group of people with a full set of complementary skills required to complete a task, job or project. Team members operate with a high degree of interdependence, share authority and responsibility for self-management, are accountable for the collective performance and work toward a common goal and shared rewards. A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, generating performance greater than the sum of the performance of its individual members.

Teamwork

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. It is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Further, it means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. Andrew Carnegie defined teamwork as "Teamwork is the ability to work together toward a common vision, the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results" (Ventura and Templin, 2005,1).

Another definition of team according to (Katzenbah and Smith ,1991) is "a team is a small number of individuals associated in some joint action, with a strong, deep seated, common sense of purpose" (Garner, 1998). Team members are mutually committed, mutually supportive, and collectively responsible for the achievement of team goals and objectives. Real teams create synergy; they perform at levels above that of groups. Team members work closely and freely with each other to achieve their common performance goals. Real teams perform tasks that cannot be achieved by individuals alone (Garner, 1998).

Teamwork effectiveness

On a broader perspective, effectiveness includes a variety of outcomes that matter in organizational settings. These outcomes occur at various levels: at the individual, group, business unit, and organizational levels. Outcomes can be related to one another in complex and sometimes conflicting ways (Argote and McGrath, 1993), effectiveness at one level of analysis can interfere with effectiveness at another level. Thus, it is important to be clear about the dimensions of effectiveness that are being considered and the level at which they are being considered. Effectiveness can be segregated into three major dimensions according to the team's impact on: Performance effectiveness, team members' attitude, and behavioral outcomes.

Objective of the Study

To establish factors affecting teamwork effectiveness in the hotels in Odisha.

Review of Literature

In any workplace, employees and employers need to work together in harmony as a team to achieve their organizational objectives. Naturally, teamwork is considered to be one of the most powerful tools in achieving specific goals in any business area, sector or activity (Carmen et al., 2013). There are many internal and external factors that separate effective and ineffective teams. Moreover, what makes some teams effective may make other teams ineffective; That said, there are a few determinants of effective teamwork that are common to teams of all types. These factors include leadership, communication, decision making, trust, performance feedback, social relationships, coordination, cohesion, conflict management and adequate resources.

Determinants of Effective Teamwork
Leadership

Leadership should reflect the team's stage of development. Leaders need to maintain a strategic focus to support the organisation's vision, facilitate goal setting, educate, and evaluate achievements (Barczak, 1996; Proctor-Childs, Freeman and

Miller, 1998). When leaders delegate responsibility appropriately, team members become more confident and autonomous in their work (Capko, 1996). (Kane, 1975) suggested that leadership be allocated to the team member with the most expertise, rather than being linked to professional groups.

Communication

Communication involves an observable interchange of information and subtle interactions of power, attitudes and values (Loxley,1997). Effective teams require reliable communication processes, with clearly defined responsibilities and appropriate delegation (Husting,1996). Joint decision making and formal and informal interchanges can also enhance communication (Headrick et al., 1998). As a major form of communication, meetings need to have clear agendas, and be managed so that all members contribute (Loxley, 1997). In addition, clear two-way communication channels across team boundaries and with the organization ensures the relevance of the team's functioning (Firth-Cozens, 1998).

Decision Making

A broad range of members' knowledge and skills usually contributes expanded information and generates more legitimate decisions. However, individual autonomy may decrease as decisions are shared and responsibility diffused to all team members (Kirkman and Rosen, 1999). In addition, there are varying needs for different types of decision making processes depending on the nature of the team's purpose and its developmental stage. Democratic voting schemes reduced the decision making time and limited interpersonal conflict, at a cost of decreased participation and acceptance of the decisions made (Green and Taber, 1980). In contrast, when team members were fully informed and participated in decisions, they were more committed and productive (Blechert et al., 1987).

Trust

The ability to trust originates from self-knowledge and competence. Trust must be slowly built up across team members who have different competencies, assumptions and priorities, through developing confidence in each other's competence and reliability. Trusting individuals are willing to share their knowledge and skills without fear of being diminished or exploited. They often have an increased capacity for individual learning (Bassoff, 1983). Incorporated with trust is respect for another's skills and expertise (Ivey et al., 1988; Loxley, 1997).

Performance Feedback

Individuals, the team and the organization all require accurate and timely feedback about the team's performance in order to maintain their effectiveness. (Hackman,1990) recommended balancing the more traditional individual reward systems with team-based incentives that are contingent upon the whole team's performance, and emphasize co-operation rather than competition.

Social Relationships

Social networks within and beyond teams also enhance individuals' access to strategic information, facilitate a better understanding of team tasks and an increased belief in the team's effectiveness (Kirkman and Rosen, 1999).

Coordination

Coordination is described as the orderly interpersonal actions required to perform complex tasks (Pearce and Ravlin, 1987). Teams need to harness the variety and minimize the differences of members, to ensure that expert skills and knowledge are well utilized. Throughout a team's development and evolution, its coordination needs will vary. However, a shared understanding of the team's purpose and culture facilitates coordination as team members accept the costs and recognize the benefits of team-

work (Loxley, 1997).

Cohesion

Team cohesion acknowledges members' personal attraction to the team and the task. Members cooperate interdependently around the team's task in order to meet team goals (Pearce and Ravlin, 1987). Cohesion can be fostered through small team sizes, similar attitudes and physical proximity. It also increases with accurate performance feedback, success in adversity, good communication and conformity to norms (Husting, 1996).

Conflict Management

Team conflict can source both creativity and destruction. For teams to value creative contributions and promote effective problem solving, diversity needs careful management (Payne, 1982). Teams need mediation strategies to manage conflict and avoid its destructive interference (West, 1994; Firth-Cozens, 1998). Conflict management influences individual's well-being, group performance and organizational effectiveness (Carsten et al., 2001). Conflict arises between two or more parties because of some misunderstanding, miscommunication or dissatisfaction faced by people in the organization. (Thomas,1992) defines conflict as a "disagreement in opinions between people or group, due to differences in attitudes, beliefs, values or needs. Conflict pervades all the functional areas in the organizations and if well-managed, promotes vital organizational outcome (Tjosvold, 2008).

Adequate Resources

(West,1994) emphasized that organizations need to provide teams with adequate financial resources, administrative and technical support and professional education. A safe physical environment where team members work in close proximity to each other can promote communication and cohesion (Sundstrom et al., 1990). The real cost of setting up and maintaining teamwork need to be formally recognized and sufficiently resourced (Loxley, 1997).

Research Methodology

This study adopted descriptive and empirical research design. The study utilised both primary and secondary data. The target population is the employees of classified hotels in Odisha and convenience sampling was used to come up with a 100 sample size. Secondary data was gathered from various sources including published articles, on-line journals and websites. The variables of effective teamwork were measured in 5 point Likert Scale format ranging from 1- 'Strongly Disagree' to 5 'Strongly Agree'. The researchers mainly used Descriptive Statistics and Factor Analysis through SPSS in efforts to analyse the data and to meet the overall objective of this study. The findings were then presented in form of summarized tables with statistical Mean, Standard Deviation, Percentages, Eigen values and Variances.

Method of Analysis, Results & Discussion

Factor analysis was undertaken for the study using a co-variance Matrix as input to test the factors to evaluate the distinctiveness of the measures used in this study. The primary data analysis was carried out on the basis of objectives set for the study. The primary dataset analysed comprehensively on the basis of effective teamwork such as identification of determinants of effective teamwork, the interrelationships between them.

Descriptive Statistics

Descriptive statistics provides simple summaries about the sample and about the observations that have been made. Such summaries may be either quantitative, i.e. summary statistics, or visual, i.e. simple-to-understand graphs. These summaries may either form the basis of the initial description of the data as part of a more extensive statistical analysis, or they may be sufficient

in and of themselves for a particular investigation.

Table – 1: Descriptive Statistics

Determinants of Effective Teamwork	N	Mean	Std. Deviation
Leadership	100	4.82	.386
Communication	100	4.76	.495
Decision Making	100	4.84	.443
Trust	100	4.24	.429
Performance Feedback	100	4.08	.464
Social Relationships	100	3.74	.676
Coordination	100	3.91	.452
Cohesion	100	3.67	.711
Conflict Management	100	3.65	.730
Adequate Resources	100	4.80	.402
Valid N (list wise)	100		

In the first attempt, the analysis was made on the variance of impact of determinants of effective teamwork by using the mean and standard deviation. Table-1 illustrates the mean and standard deviation of the 10 determinants of effective teamwork taken under the study. The descriptive statistics show that the respondents belonging to various classified hotels in Odisha have considered Leadership, Communication, Decision Making, Trust and Performance Feedback as important determinants of Effective Teamwork with the mean values of 4.82, 4.76, 4.84, 4.24 & 4.08 and standard deviation of .386, .495, .443, 429 & .464 respectively. The results of the mean values and standard deviation suggest that these five determinants are important as far as the effectiveness of teamwork in hotel industry in concerned.

Factor Analysis
Factor analysis denotes a class of procedures primarily used for data reduction and summarization. It is an advanced method to reduce a large number of variables to a manageable level for logical interpretation and inference. Relationship among sets of many interrelated variables is examined and represented in terms of the key underlying factors. The co-variation among the variables is described in terms of a small number of common factors along with a unique factor for each variable. Principal Component Analysis (PCA) with a varimax rotation was performed on 10 factors to outline the determinants of effective teamwork.

Test of KMO and Bartlett's Test of Sphericity
The use of KMO and Bartlett's test of Sphericity is primarily essential to measure the sample adequacy for using the factor analysis. The small values of the KMO and Bartlett's test indicate that the correlation between pairs of variables can't be explained by other variables and the factor analysis may not be appropriate.

Table – 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.527
Bartlett's Test of Sphericity	Approx. Chi-Square	231.164
	df	45
	Sig.	.000

The null hypothesis states that the population correlation matrix is an identity matrix. The hypotheses is rejected by the Bartlett's test of sphericity (.500).In this analysis, the value of KMO statistics is .527 which is greater than the given value. Thus, factor analysis may be considered as an appropriate technique for analysing the data pertaining to the determinants of effective teamwork as the sig. value for Barlett's Test of Sphericity is .000 which is less than P<0.05.

Table – 3: Communalities

	Initial	Extraction
Leadership	1.000	.765
Communication	1.000	.694
Decision Making	1.000	.833
Trust	1.000	.766
Performance Feedback	1.000	.571
Social Relationship	1.000	.699
Coordination	1.000	.452
Cohesion	1.000	.895
Conflict	1.000	.876
Adequate Resources	1.000	.762
Extraction Method: Principal Component Analysis.		

Communalities
The amount of variance that a variable shares with all other variables included in the analysis is referred to as communalities. The proportion of common variance presents a variable that is known as the communalities. A variance that shares none of its variance (or random variance) would have communality of 1. Variance that shares none of its variance with any other variables would have a communality of 0.In factor analysis; efforts are made to find common underlying determinants of mall management and common variance within the data. Table-3 presents the output of communalities to find out the common relationship among variables.

Extraction Method: Principal Component Analysis (PCA)
While making factor analysis, it is fundamental to find out as to how much common variance exists in the current primary data or it may be called as common variance. To do the factor analysis, the researcher intended to find out the proportion of common variance executing a PCA and Alpha factoring. These estimates have extracted little communality which can be calculated to represent the multiple correlations between each variance and the factors extracted. It is shown that a wide range of communalities exist between .452 to .895. Since each variable share with other variables is significant. It is clearly understood that all the indicators relating to the determinants of customer satisfaction are commonly associated and there is a strong inter-relationship among the variables.

Table – 4: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.317	23.170	23.170	2.317	23.170	23.170
2	1.504	15.041	38.211	1.504	15.041	38.211
3	1.231	12.315	50.526	1.231	12.315	50.526
4	1.217	12.166	62.692	1.217	12.166	62.692
5	1.045	10.449	73.142	1.045	10.449	73.142
6	.795	7.954	81.096			
7	.724	7.236	88.332			
8	.617	6.165	94.497			
9	.450	4.500	98.997			
10	.100	1.003	100.000			
Extraction Method: Principal Component Analysis.						

Factor Analysis, Eigen values, Variance
Table-4 represents the output related to the Eigen values, and variance percentage. The ten factors are classified as Leadership, Communication, Decision Making, Trust, Performance Feedback, Social Relationships, Coordination, Cohesion, Conflict Mangement and Adequate Resources. Out of ten factors, five factors viz., Leadership, Communication, Decision Making, Trust and Performance Feedback with Eigen values equal to or greater than 1 explained almost 75 per cent of variance in the dataset.

Factor 1 (Leadership): Factor 1 i.e, leadership with an Eigen value of 2.317 (Table-4) accounted 23.170 per cent of total variance. The relatively large proportion of variance explained by

this factor suggests that leadership is an influential determinant of effective teamwork. It may further be explained that the first factor signifies that leadership plays a major role in effectively managing employees in a team.

Factor 2 (Communication): Factor 2 i.e, communication with an Eigen value of 1.504 (Table-4) accounted 15.041 per cent of total variance and a cumulative variance of 38.211. The relatively large proportion of cumulative variance explained by this factor suggests that communication is also an influential determinant of effective teamwork. The second factor signifies that communication is one of the major differentiating factors when it come to the smooth flow of information through various channels within an organisation.

Factor 3 (Decision Making): Factor 3 i.e, decision making with an Eigen value of 1.231 (Table- 4) accounted 12.315 per cent of total variance and a cumulative variance of 50.526. The relatively large proportion of cumulative variance explained by this factor suggests that decision making is a significant determinant of effective teamwork. The factor elucidates the fact that decision making is the key in a service driven organisation such as hotel in managing and controlling the human resources.

Factor 4 (Trust): Factor 4 i.e, trust with an Eigen value of 1.217 (Table- 4) accounted 12.166 per cent of total variance and a cumulative variance of 62.692. The relatively large proportion of cumulative variance explained by this factor suggests that trust is a significant determinant of effective teamwork. The result of the factor suggested that proportion of variance is relatively good and hence trust amongst the individuals builds a long lasting fruitful relationship and creates a climate of harmony within the team.

Factor 5 (Performance Feedback): Factor 5 i.e, performance feedback with an Eigen value of 1.045 (Table- 4) accounted 10.449 per cent of total variance and a cumulative variance of 73.142. The relatively large proportion of cumulative variance explained by this factor suggests that performance feedback is a significant determinant of effective teamwork. The factor suggests that through a proper feedback channel the employees can get adequate information pertaining to the job and evaluation of their performance.

Discussion
The results of the study demonstrated five important factors that are responsible for affecting the teamwork effectiveness in hotels. The findings identified factors such as leadership, communication, decision making, trust and performance feedback as the important determinants of teamwork effectiveness. The findings of this study emphasise that organizations should direct their efforts towards activities and systems that will boost the teams' belief in their capacity perform. Setting of clear goals, effective leadership, improving supervision and management skills, building teamwork, and recognizing and rewarding employee performance are key mechanisms that can contribute to such beliefs. Support from the top management and proper organizational structure along with optimum contributions from individual team members can make an environment for effective teamwork. Explicit leadership styles can be appropriate to the team's overall development. The study supports the contention that effective leaders help build high belief in team potency and high level of team satisfaction and corroborates the previous studies of (Barczak, 1996; Proctor-Childs, Freeman & Miller, 1998) who stated that leaders need to maintain a strategic focus to support the organisation's vision, facilitate goal setting, educate, and evaluate achievements and (Capko, 1996) who elucidated that leaders delegate responsibility appropriately, team members become more confident and autonomous in their work. Consequently, organizations should select, train, and

reinforce leaders who demonstrate either transformational or transactional styles of leadership. It is important to help leaders identify the appropriate situations to apply each style of leadership and understand whether a combination or individual style is most effective.

In addition to leadership, there are other factors by which the teamwork effectiveness can be improved. Communication systems can be tailored to reinforce such beliefs in a team. The study suggested that communication is the major differentiating factors when it comes to the smooth flow of information through various channels within an organisation. The findings of this study corroborates to previous studies of (Husting, 1996) and (Headrick et al., 1998). Therefore, the teams need to develop clear structures and maintain explicit processes through agreed and formal systems of communication and co-ordination. When all team members are cohesive, make decisions jointly and manage conflict, the team is more effective.

The study has revealed that decision-making is one the important dimensions for any organisation when it comes to managing and controlling human resources through various strategies and implementation of key policies. This contributes to more information and generates more legitimate decisions. As (Green & Taber, 1980) contend, democratic voting schemes reduced the decision making time and limited interpersonal conflict, at a cost of decreased participation and acceptance of the decisions made.

The study showed that trust is a very positive and an influencing factor as far as the teamwork effectiveness is concerned in an organization. This is aptly supported by the study of (Bassoff, 1983), who asserts, trusting individuals are willing to share their knowledge and skills without fear of being diminished or exploited. They often have an increased capacity for individual learning. Team members must simultaneously recognise and value their contribution to the team. With sufficient self knowledge, individuals can trust and respect the contributions of their colleagues. Team leaders need to understand when they should adopt benevolence and credibility strategies to maintain a high level of trust with team members. Therefore, organizations should conduct trust-building training.

Finally, the study revealed that performance feedback is a significant determinant of effective teamwork. This factor suggests that through a proper feedback system, the organisation can reap rich benefits of maintaining and sharing adequate information about employees' performance and suitably reward the deserving ones. The finding of the study supports the study of (Hackman,1990) who recommended balancing the more traditional individual reward systems with team-based incentives that are contingent upon the whole team's performance, and emphasise co-operation rather than competition. Both individuals and the team need regular feedback and recognition of their progress towards the team's goals.

In summary, out of ten factors taken under the study, five factors viz., leadership, communication, decision making, trust and performance feedback have been identified by the respondents as the important determinants of teamwork effectiveness in hotels in Odisha.

Managerial Implications
Our study provides some managerial implications for team practices. This study confirmed the five factors viz., leadership, communication, decision-making, trust and performance feedback are the important determinants of teamwork effectiveness. Teams drive organisational success, though developing and leading high- performance teams is one the most complex tasks facing any leader in the current competitive work environment.

Therefore, effectively developing team trust in the team leaders and among team members is a critical issue in the team context. Further, it is imperative for the leader to effectively communicate information, to decisively take appropriate decisions, to properly evaluate the performance of the employees within the organisation. Team leaders or managers should work on being active transformational leaders to help foster effective teamwork among team members, which in turn will facilitate the development of collective efficacy and ultimately enhance team performance.

Suggestions/Recommendations

Based on the findings of the study, the researchers have suggested various measures to improve the teamwork effectiveness in the classified hotels in Odisha.

1. Although the hotels have been successful in promoting team work amongst its employees, in order to remain profitable and competitive in the market, the hotels should continuously encourage good leadership by determining a good degree of supervision that is adequate to arouse high motivation among team members.
2. The hotels' management is required to find ways to monitor supervision and autonomy and interdependence of teams among the various teams of the members of their organisation.
3. And, if this was done, then it would be possible for the hotels to be able to know the degree of supervision and autonomy and interdependence that its members required to work to their fullest potential and how such degree would be brought into practice in an harmonious manner without causing disruptions within the hotel's systems and processes.
4. The hotel management needs to promote a culture that is acceptable by all employees and which all employees are comfortable with. The employees should also be involved in decision making and employ an efficient communication system that avails information to all stakeholders.
5. In order to realize teamwork effectiveness, there is a need for the hotels to improve the channels of communication and in particular as relates to problems and conflicts resolution among team members.
6. To improve effectiveness of teamwork, there is a need for the hotels to establish a culture that has in built mechanisms of assessing individual employees' needs, strengths and priorities and how this could be harnessed to improve productivity of individual employees so that they could be enabled to work towards surpassing individual set targets in line with the hotel's overall business focus.
7. Lastly, the hotels are advised to give more emphasis on regular training and development programmes for both front line executives and staff to enhance their team skills and interpersonal skills which can be a critical initiative toward organisational teamwork effectiveness and productivity.

Limitations
This study has the following limitations:

- First, this study focused mainly on classified hotels in Odisha. The results of these findings may only be applicable to similar organizations. Therefore they cannot necessarily be generalized to other organizations, such as small and medium-sized enterprises.
- Second, this study was conducted in only one state: Odisha. The results may not be applicable to other states within the country.
- Third, five factors were identified as the important determinants of teamwork effectiveness in the study. Many other factors could have not been included. Therefore, the suggestions for identifying five factors of teamwork effectiveness cannot be considered comprehensive. Many studies have

demonstrated various antecedents of teamwork effectiveness. It is not possible to investigate all the ways to enhance teamwork effectiveness in a single study. Hence, future research may find more factors that are important to the teamwork effectiveness.

Finally, because of these limitations, the results of this research may not reflect management in different kinds of organizations, such as service industries in general, banking and insurance, retail, hospitals, etc. Nevertheless, the limitations of this research can also serve as a guideline for further research, as discussed below.

Scope for Future Research

As explained in the previous section, three limitations have been identified in this study that could be overcome in future research and the limitations of this study have provided opportunities for further research in terms of the scope of the study.

First, this study focused on classified hotels in Odisha state. Future research may consider the applicability of the findings to other industries, such as private organizations in other cities in India. This is important in order to get findings that represent a variety of groups of organizations and industries.

Second, this study was focused on Odisha state. Future research may apply these findings in other neighbouring states such as West Bengal, Andhra Pradesh, Jharkhand, Bihar, etc. Future researchers may consider other states in India as a focus of the study or as a comparison study.

Finally, five factors of teamwork effectiveness were identified for this study. Therefore, future studies should include more ways to enhance different dimensions of teamwork effectiveness. Many studies have shown various antecedents that increase teamwork effectiveness. Future studies can compare these different factors against each other to see if any factors are redundant and which factors are more influential.

Conclusion

This chapter has discussed the conclusions and interpretations regarding the empirical research. Conclusions about the factors affecting the effectiveness of teamwork have been discussed. The implications for theory and practice, along with the limitations of the research and the implications for further research have also been discussed. The results of this research have identified five factors that are critically important in affecting the effectiveness of teamwork in hotels in Odisha. These findings add to the theory of teamwork effectiveness by by emphasizing the role of team management in the organisations on team performance. However, most team leaders or team managers overlook their importance in relation to internal connections. Hence, further investigations on the ways to maintain and develop effective teamwork practices are required.

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