



The influence of Organizational Culture on Team Cohesion in ITES Sectors

Management

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ABSTRACT

Purpose – Every organization has its unique culture which includes shared set of values, beliefs and assumption that governs the behaviour of the team members in an organization as a result of which organizational culture to a greater extent influences the team. The successful completion of the task in an organization depends on team cohesiveness which evolves over time. According to some researchers, team cohesion among the members evolves from the sense of belongingness, interdependence and from collaboration. Team cohesion is associated with both positive and negative consequences. The purpose of this paper is to propose a conceptual framework that explores the relationships between supportive culture and team cohesiveness. Among the following constructs: innovative culture, bureaucratic culture, supporting culture

Design/methodology/approach – In line with previous studies in the field, a quantitative research design was adopted. The data collection was performed through a mail survey of a sample of ITES companies in Chennai and Bangalore. Structural equation modeling was used as a means to analyse the relationships.

Findings – Results have shown that supporting culture has impacts on team cohesiveness and organizational performance. Results also suggest that bureaucratic culture does not affect performance in a very significant way.

Research limitations/implications – The study was restricted to ITES sector for a period of three months. Whilst these findings remain valid, they cannot be used for universal generalizations. This study has significant theoretical and practical implications.

Practical implications – Practitioners and researchers agree that organizational culture may lead to different performance results, although little attention has been given to this issue. The study is useful for understanding the importance of supportive organizational culture and team cohesiveness.

Originality/value – This paper offers original findings through simultaneously examining the relationships between organizational supportive culture and team cohesiveness.

KEYWORDS:

Performance, Team cohesiveness, Organizational culture, Organizational performance, Organizational commitment

Introduction

In the current geocentric scenario with the organizations expanding and trying to enhance their productivity in order to retain and expand their market share. As employees are regarded as the integral part of an organization, they align their individual goals with that of organizational goals for the growth and survival of the organization. In turn, they get rewarded for their efforts which provide them job satisfaction which has a positive impact on overall well being of the organization. The work structure in the organization has transformed from individual to team. Teams are more productive than the individualized work structures, so that there was a trend in the shift from individualized work structure to team based work structure and teamwork has spread all over the organizations. This change in the work structure has an implication for management, so the management focus is on managing or controlling the groups to build an effective team and achieve the organizational goals.

Every organization has its unique culture which includes shared set of values, beliefs and assumption that governs the behaviour of the team members in an organization as a result of which organizational culture to a greater extent influences the team. The successful completion of the task in an organization depends on team cohesiveness which evolves over time. According to some researchers, team cohesion among the members evolves from the sense of belongingness, interdependence and from collaboration. Team cohesion is associated with both positive and negative consequences.

Team cohesion develops a sense of commitment towards achievement of common goal that encourages individual performance and the team members who intend to communicate within a group in a more positive manner than the team having less cohesion among them. A team with greater cohesion results in greater job satisfaction with greater participation in the group which helps them in the process of decision making. On the other hand team cohesion may also lead to social pressure which increases tension and anxiety among the team members. Therefore there must be a proper balance within the cohesion team to plan for new goals once they are satisfied with their sole purpose. This paper intends to investigate the impact of organizational culture on team cohesion by examining different dimensions of organizational culture with the team cohesion.

Literature review

Organizational Culture

Most of the researcher in the organizational field identified and recognized that organizational culture has strong impact on the organizational performance and long term organizational effectiveness. The concept of the culture did not get any serious attention before 1980's, the organizational scholars started focusing after the 1980's only (Deal, T. E. and Kennedy, A. A, 1982), (Cameron, K. S. and Ettington, D. R. 1988) , (Ouchi, W. G. 1981). Several organizational researcher defined the organizational culture in different ways, organizational culture defined as "Shared values and interpretations" (Siehl & Martin, 1988) it may be asset or liability, to know the culture means recognize the informal and formal rules and how to do things in the right manner (Wallach, 1983) "learned ways of coping with experience" (Gregory, 1983), and "socially acquired understanding" (Wikins and Ouchi, 1983). The various dimensions of organizational culture consist of presumption about purpose of the organization, performance criteria evaluation and motivation (Quinn & McGrath, 1985; Wikins & Ouchi, 1983) and means of compliance, leadership style, decision making procedures and organizational forms (Kimberly & Rottman, 1987). They also guide the actions and commitment of the employees (Cummings & Huse, 1989; Pettigrew, 1979; Schein, 1985; Smirich, 1983).

Bluedorn and Lundgren (1993) identify that organizational culture is unique important element that can drive organization in a definite direction and it is difficult to change. Team oriented and trust and development friends at work factors are included in the organizational cultural values (Bennis, 1969). By adopting proper organizational culture with respect for the people (O'Reilly, Chatman, Caldwell, 1991; Chatman, 1991; Chatman & Jehn, 1994; Sheridan, 1992,) value (Hofstede et al.1990) internal cooperation (Calori & Sarmin 1991) worth and value of people (Sashkin, 1984) will leads to a high motivation among the people and individually work for the team goals.

Schine (1985) and Wallach (1983) administer organizational cultural index with various dimensions like trusting, stimulating, risk, relationship oriented, Persona freedom, creative, challenging, result oriented, safe, cautious, established, sociable, enterprising and stimulating etc. An organization may appear to have a broad or

dominant culture, but there may also be multiple organizational subcultures operating within the organization (Gregory, 1983; Martin, 1988; Mereson and Martin, 1987; Schein 1992; Smirich, 1983). These subcultures may even be counter cultures competing within organizational boundaries, acting as sources of conflict and competition. The organizations should focus on cultural values like people oriented and team oriented factors (Quinn, 1988; Kopelman, Brief and Guzzo, 1990; Mirvis, 1988).

It is recognized that Cohesion morale (Rohrbaugh, 1992) group culture (Quinn & Spreitzer, 1991) task and social Reynolds (1986) Helping and concern for others (Meglino, Ravlin, Adkins, 1989; Adkins, Ravlin & Meglino, 1992) team work communication and training and development colleagues and associate relationship (Gordon & DiTomaso, 1992; Alexander, 1978) are some of the important cultural factors that influence the team and team behaviour.

Team cohesion

Team cohesiveness is a measure of identify how much the members of the team are attracted to the group and motivated themselves (Schermerhorn, Hunt, & Osborn, 2002) so that it indented the factors that attract members of the team and also the benefit that hold a member in that group (Man & Lam, 2003). An member in the cohesive team have keep some values and beliefs among the team and keep a positive attitude with its team members and as well as keep good relationship with the other team members (Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. 2002). Cohesiveness is very important factor influencing the organizational performance and effectiveness and can be identified by the working behaviour and closeness of members with in and among the work group (Randall Y, W. Randy Box and Mark G. Dunn, 1990). Organizational citizen behaviour is strongly related with the cohesion in idividual level as well as in team level also (Dion, 2000; Mullen & Copper, 1994; Shields & Gardner, 1997).

The employees concern about social aspects and task aspects may differ from team and individuals point of view. The management and organizations have an important role on it (Carron et al., 1985; Mikalachki, 1969; Van Bergen & Koekebakker, 1959; Zander, 1971). Carron et al. (1985) recognized four factors that hod the group together, they are individual attraction to the group task and social likewise group integration to task and social. The members have faith in their potential work to fulfil their needs and there can be unity and integrity among the team and organization.

Team cohesion is depend up on how a team being to individual (Fine and Holyfield, 1996) an individual behaviour moulded by how an organization to the individual. If a organization meet individual need the organization should provide certain values and beliefs (Widmeyer et al., 1985). work structure in the organization, innovation, management style, respect for people (O'Reilly, Chatman, Caldwell, 1991; Chatman, 1991; Chatman & Jehn, 1994; Sheridan, 1992) sociability, support, task culture, people culture (Cooke & Lafferty, 1986) also influences the cohesion.

Objectives

The major purpose of the study is to find out the relationship between organizational culture and team cohesion.

1. Find out the impact of Bureaucratic culture on team cohesion.
2. Find out the impact of Innovative culture on team cohesion.
3. Find out the impact of Supporting culture on team cohesion.

Methodology

For the purpose of the study the sample was selected from ITES companies located in Chennai and Bangalore. The sample consists of 348 IT employees from operation levels who are working in team. Personnel in these divisions needed to interact closely and act in coordination with their supervisors to communicate quickly, provided appropriate information, and facilitate reliable team atmosphere. The data was collected from Apr to June of 2017. A total of 480 questionnaires were send to target respondents through e-mail and direct personnel contact. The survey yielded a valid response from 348 team members i.e., 72.5 per cent response rate. The mean age of the respondents were 34 years and 145 (41.67%) female and 203 (58.33) male respondents are included in this study.

Measures

The questionnaires mainly divide in to two parts such as: Organizational culture and team cohesion. Organizational culture is measured using organizational culture index developed by Wallach

(1983) the questionnaire consist of three main construct of organizational culture: Innovative Culture, Bureaucratic culture and Supportive culture. These dimensions measured using five point Likert scale ranging from 1 to 5. 1 is for to a almost no extent and 5 for to a very great extent. A total of 24 items were included in the questionnaire. Seven items were used to measure the innovative culture (eg: My organization is Creative, My organization is Stimulating, My organization is Driven) Supportive culture is measured using ten items (eg: My organization is trusting, My organization is encouraging, My organization is people oriented) and seven items used to measure the Bureaucratic culture (eg: My organization is structured, My organization is procedural, My organization is hierarchical)

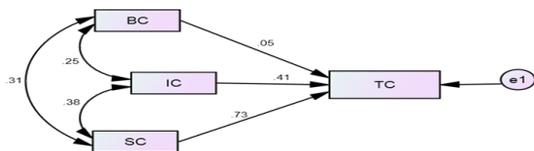
Team cohesion was measured using group environment Questionnaire (GEQ) adopted from Carron, Widmeyer and Brawley (1985) a total of 18 items are consist in this questionnaire with four dimensions: Individual Attraction to the Group – Social, Individual Attraction to the Group – Task, Group Attraction – Social and Group Attraction – Task. These dimensions measured using five point Likert scale ranging from 1 to 5 and 1 is for strongly disagree and 5 strongly agree. Individual Attraction to the Group – Social measured with five items (eg: I enjoy being a part of the team for social activities, I will be missing the team members when the project ends, For me, this is the one of the most important social group to which I belong) Individual Attraction to the Group – Task consist of four item (eg: I'm happy with the amount of working time I get, This team give me enough opportunities to improve my personal performance, I'm happy with my team's level of commitment to the task) Group Attraction – Social ditionment measured with four items (eg: Members of our team would rather go out on their own than get together as a team, Our team would like to spend time together in the off season, Our team member's stick together even during non office hours) Group Attraction – Task dimension measured with five items (eg: Our team members have conflicting aspiration for the team's performance, If members of our team have problem in work, every one want to help them so we can get back together again, Our team members interact freely about each team member's responsibilities during the work time)

Analysis and Result

The study was conducted among 348 ITES sector participants, the sample size is sufficient to assess by means of CFA and SEM.

	Item Loading	Construct reliability	Average Variance extracted
Mature	BC1 0.664	0.89	0.521
Stable	BC2 0.864		
Structured	BC3 0.843		
Procedural	BC4 0.822		
Hierarchical	BC5 0.801		
Regulated	BC6 0.786		
Power-Oriented	BC7 0.759		
Entrepreneurial Ambitious	IC1 0.738	0.92	0.61
Stimulating	IC2 0.941		
Driven	IC3 0.921		
Risk-Taking	IC4 0.675		
Creative	IC5 0.654		
Result Oriented	IC6 0.821		
Challenging Work Environment	IC7 0.841		
People-Oriented	SC1 0.832	0.94	0.576
Encouraging	SC2 0.842		
Trusting Work Environment	SC3 0.848		
Open Harmonious	SC4 0.853		
Trusting	SC5 0.859		
Safe	SC6 0.864		
Equitable	SC7 0.870		
Sociable	SC8 0.875		
Humanistic	SC9 0.881		
Collaborative	SC10 0.886		
I do not enjoy being a part of the social activities of this team.	TC1 0.892	0.86	0.554
I'm not happy with the amount of working time I get.	TC2 0.897		
I am not going to miss the members of this team when the season ends.	TC3 0.903		
I'm unhappy with my teams level of commitment to the task	TC4 0.512		
Some of my best friends are bon this team.	TC5 0.675		
This team does not give me enough opportunities to improve my personal performance.	TC6 0.654		
I enjoy other parties than team parties.	TC7 0.821		
I do not like the style of work on this team.	TC8 0.841		
For me, this is the one of the most important social group to which i belong.	TC9 0.832		
Our team is united in trying to reach its goal for performance.	TC10 0.915		
Members of our team would rather go out on their own than get together as a team.	TC11 0.712		
We all take responsibility for any poor performance by our team.	TC12 0.742		
Our team members rarely party together.	TC13 0.754		
Our team members have conflicting aspiration for the team's performance.	TC14 0.762		
Our team would like to spend time together in the off season.	TC15 0.871		
If members of our team have problem in work, every one want to help them so we can get back together again.	TC16 0.843		
Members of our team do not stick together outside of work time.	TC17 0.842		
Our team members do not communicate freely about each team member's responsibilities during the work time.	TC18 0.831		

By assessing construct reliability of all four construct are showing a high reliability values from 0.81 to 0.94. The convergent validity of extracted variable is also acceptable. The average variance extracted for all variables exceeds 0.5 and individual item loading for each 42 items supports convergent reliability. The standardise loading for factors ranging from 0.51 to 0.93 these are exhibits in the table.



BC- Bureaucratic Culture; IC- Innovative Culture; SC- Supporting Culture; TC- Team Cohesion

Standard Estimates							
Chi square	Df	Ratio	P-Value	GFI	CFI	TLI	RMSEA
25.536	6	4.256	0.000	0.936	0.947	0.921	0.072

The structural equation model shows a good fit of proposed model. The factor loading of respective variables are beyond the critical level of 0.7, it indicate that the factor have significant a relationship with latent variable. Supporting culture has a significant positive relationship with Team cohesion.

The supporting culture has strong effect on team cohesion other than innovative and bureaucratic culture. Goodness of Fit index (GFI) obtained is 0.936 as against the recommended value of above 0.90, The Adjusted Goodness of Fit Index (AGFI) is 0.91 as against the recommended value of above 0.90 as well. Comparative Fit index (CFI) and Tucker Lewis Index (TLI) are 0.947 and 0.921 respectively as against the recommended level of above 0.90. RMSEA is 0.072 and is just above the recommended limit of 0.06. Hence the model shows an overall acceptable fit. The model is an over identified model. The result of the CFA (confirmatory factor analysis) is acceptable fit for the overall model and theorized fit is also with the observed data. The model indicate a good fit between observe variables and the model.

From the analysis it is found that the Supporting culture and Innovative culture has a significant impact on team cohesion and bureaucratic culture has very low or no impact on the team cohesion. The organisation can improve the team cohesion by providing proper supporting and innovative culture.

Discussion and Conclusion

From the results its clearly evident that organizational culture plays a significant role in team cohesion. Supportive culture motivates the employees to explore with innovative ideas and thoughts. They get a psychological feeling of autonomy, whereby the fear factor gets faded away. With this environment their level of engagement towards organization also increases. They get a feeling that they can count on the organization at any point of time even if any of the strategy fails. The fear of being punishment will get faded away. This environment enhances the trust among the employees which paves way for innovative discussion and the employees also take the risk of identifying the lacunas and ways to overcome it. In today's scenario many of the organization fails mainly when they fail to transform their culture.

When we have a transformational culture, its more supportive. This further helps in motivating and retaining the employee and also developing learning and sharing culture within the organization. Team cohesiveness is only possible if there exist an open culture. This makes the employee committed to the organization in the first phase and subsequently lead to engagement in the second phase. This happens many a times when his or her performance may come down a bit but the organization tries to identify the lacuna and overcome it by motivating and giving moral support. This in fact leads to developing of trust and confidence in the organization and in turn leads to engagement.

Organizational culture is important for the teamwork to develop appropriate task performance strategies to accomplish its assignment. The strategies most appropriate for a given team depend largely on the team's specific assignment. Effective teams will have developed at

least an implicit understanding between members regarding how to proceed on team tasks.

The relation between organizational culture and team cohesiveness in this study confirm the ideas that cohesiveness is important for the functioning of teamwork in organizations and many benefits are reflected in member's attitudes to the organization. High-teamwork cohesiveness indicates high intelligence and skills reduce conflict, core value, and merit and performance. In relation to intelligence and skills, our findings support the main effect between cohesiveness and performance. The relationship between "Teamwork and reduce conflict" in this study is positive, however, reduce conflict was strongly related to intelligence and skills. This suggests that the overall positive relation of cohesiveness has some limitations. Teamwork cohesiveness was particularly strongly associated with the value and performance with the organization. When teamwork cohesiveness is low, levels of value and performance tend to decrease, while effective leader commitment tends to arise, and such implications can bring additional problem, for instance in contexts of change when additional levels of efforts and involvement are needed to successfully implement these changes.

This study indicates that teamwork cohesiveness is an important condition for the functioning and well being of teams in organizations. Yet, the extent to which cohesiveness may be considered a determinant factor in these functioning remains inclusive, since it is dependent on the cohesiveness requirements that are associated with the functioning of teams and organizations.

Evaluation of study data revealed that supporting culture has strong effect on team cohesion other than innovative and bureaucratic culture. An awareness and understanding of these critical factors provide executive management with an opportunity to create an environment that promotes great cross-functional cohesiveness team effectiveness. The main goals of team building are to improve productivity and motivation. Taking employees out of the office helps groups break down political and personal barriers, eliminate distractions, and have fun. The benefits of team building are so significant that many corporations have incorporated teambuilding strategies into their standing curriculum. Some of these benefits include, improve morale and leadership skills, improves organizational productivity, and to improve the ability to problem solve. Our results support the distinction between trustworthiness, willingness to contribute ideas, and willingness to follow through on tasks (Hollensbe and Guthrie, 2000).

Conclusion:

Its observed that to enhance the effectiveness of an organization we have to have a positive organizational culture. Only if we have that we can have team cohesiveness. Team cohesion develops a sense of commitment towards achievement of common goal that encourages individual performance and the team members who intends to communicate within a group in a more positive manner than the team having less cohesion among them. A team with greater cohesion results in greater job satisfaction with greater participation in the group which helps them in the process of decision making .On the other hand team cohesion may also lead to social pressure which increases tension and anxiety among the team members, which can be done with if there exist a supporting culture.

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