

A Project On

INFLUENCE ON TEAM WORK IN ORGANIZATIONAL PRODUCTIVITY

By

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INTRODUCTION

Team can be described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (Rowe et al., 2005). Teamwork is an integral part of the work place. Basic teamwork involves everyone working together to support the organization and complex forms of teamwork could involve “work teams” chosen to complete a project by working closely. Teamwork enhances productivity through joint and collective effort (Dubinsky et al., 1995; Conger, 1999; ISPAS, 2012; Choudhary et al, 2013; Liden, et al 2014; Mulki, 2015; Dalluay and Jalagat, 2016). Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. It is true that more minds can sometimes work better than a single one (Okoh, 2006). Teamwork is the actions of individuals, brought together for a common purpose or goal, which subordinate the needs of the individual to the need of the group (House and Aditya, 1997; Bennis, 1998; Bergsteiner, 2005). In essence, each person on the team put their team’s individual needs to work towards organizational objectives. The interaction among the members and the work they complete is called teamwork (Avery, 2004; Drath, 2001;Yukl, 2002). Effective teamwork is essential to the success of any business. As “no man is an island”, the positive effects of productive teamwork can energize an entire organization, just as the negative effect of a lack of team work can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization (Iqbal, Anwar, and Haider,2015). As such most human resource approaches lay so much emphasis on teamwork due to its importance to organizational productivity. Hence the need to conduct an extended study on the impact of teamwork on organizational productivity (Iqbal et al, 2015). Teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of teamwork seems to be overlooked by managers and employees, due to this management sees less essence of teamwork as a major tool of performance which has led them to poor performance and productivity in the industry market (Locander et al., 2002; Yammarino et al., 1993). Therefore, the study seeks to identify the impact teamwork has on effect. Teamwork is important for organizations, especially in today’s highly digital world. Studies show that organizations that emphasize teamwork innovate faster, see mistakes more quickly, find better solutions to problems, and attain higher

productivity. Improving teamwork aims to increase productivity and performance for the benefit of the organization. For example, salespeople thrive on healthy competition, but they close more deals, and the organization benefits when they work as a team (Hoy & Miskel, 2008).

OBJECTIVES

The general objective of this study is to investigate the contributions of teamwork on organizational productivity. The specific objectives of this study are as listed below:

- To identify the importance of teamwork.
- To identify the importance of productivity.
- To determine whether there is any influence of teamwork on organizational productivity.

LITERATURE REVIEW

According to Chukwudi (2014), Teamwork and Employee Performance teamwork was earlier studied as employees combine their efforts to achieve a common objective by keeping in view the interest of the overall group instead of individual interests, and a team is formed when individuals with a common goal come together on a common platform Gupta, (2008). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the performance of any organization and the employees who work in it. Teamwork was defined and deliberated by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there. Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999). One research study concludes that to teach individuals on how to work in teams is not an easy task because to teach individuals to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors i.e., self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Then the next factor comes which is Team Trust, Trust among the team members comes when member of the teams develops the confidence in each other competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ferda, Ozen and Janset, 2003). The concept of team trust appears when the members of a team believe in each other's competence and occupational abilities. Team trust has the power to strengthen the behavioural concepts and beliefs of teamwork, also to empower individuals' personalities and develop their skills and talents. Such magical power has a positive impact on the performances of employees. Every member of the team must be responsible for building the concept of trust with other members within the workplace while creating a trustable work environment is one of the essential responsibilities of the organization. After getting team trust in an organization Team Effectiveness is the next factor which increase productivity, There is no question that today's emphasis on teams is more than just a management fad. Research in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. The studies that have been conducted on the subject indicate that the concept of teams is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015). However, teams can be done right or they can

be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. If we're going to do them, we need to do them right. Though there is team effectiveness in an organization but negative side of it is also there so let's go through Negative Effectiveness of Team, many of the businesses today are moving towards more creative workspaces that encourage collaboration and teamwork. For all its positives there are some disadvantages to consider. Understanding what works for your organization is recommended so that you can maximize satisfaction and productivity. So now let's discuss some key types of personality in an organization which leads us to a negative effect on a teamwork first is Aggressor, the aggressor criticizes everything said within the team environment, and is in effect an active naysayer. He or she has the ability to block the introduction of new ideas and concepts by minimizing and deflating the status of other team members and creating a sense of intimidation. If this behaviour and role is not checked it will tend to decrease the team's overall motivation and subsequent member involvement then another type is Free Riders, even in the case when workload is evenly distributed, some people will not be active and this forces other people in the team to shoulder additional tasks and responsibilities. This can lead to resentment within the team and The withdrawer, holds back his or her personal participation and refuses to become active within the team environment. This individual focuses the team on his or her immature behaviour and 20 attempts to resolve the conflict and unrest it creates, which effectively limits the team's ability to make progress on problems and assigned projects.

RESEARCH METHODOLOGY

A total of 80 questionnaires were distributed and a total of 57 questionnaires were returned (response rate 68.75%). However, some of these were not properly filled in, so, the researchers have to exclude them, and ultimately, they worked on 50 properly filled in questionnaires. This means the study only used 50 completed questionnaires, where 24 respondents were female (48%) and 26 respondents were male (52%). This means the sample size for this project is 50. The sampling technique used in this study was convenience sampling.

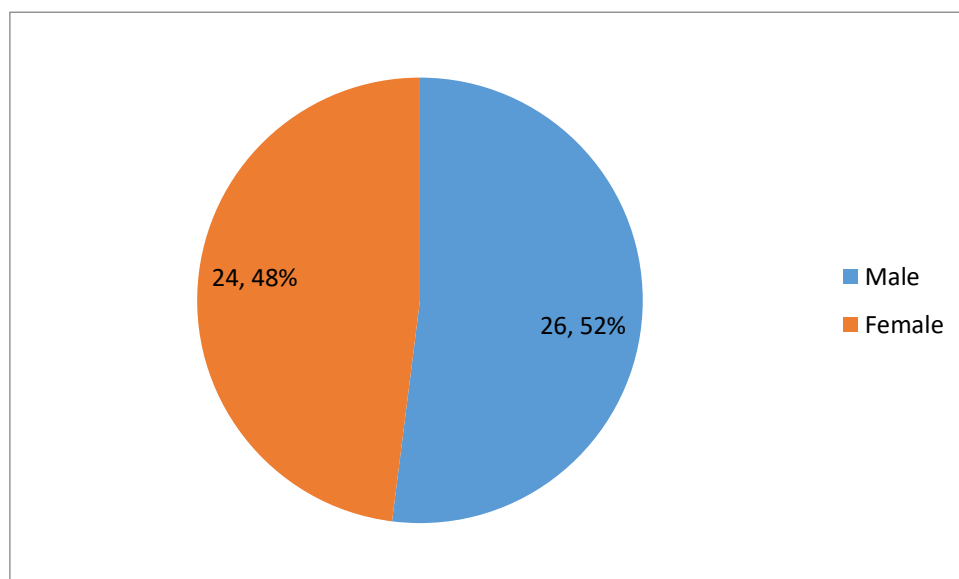
Data Analysis

The demographic has been shown in the following 4 Tables and charts:

Table-1: Gender Profile

Attribute		Number	Percentage
Gender	Male	26	52
	Female	24	48

Chart-1: Gender Profile



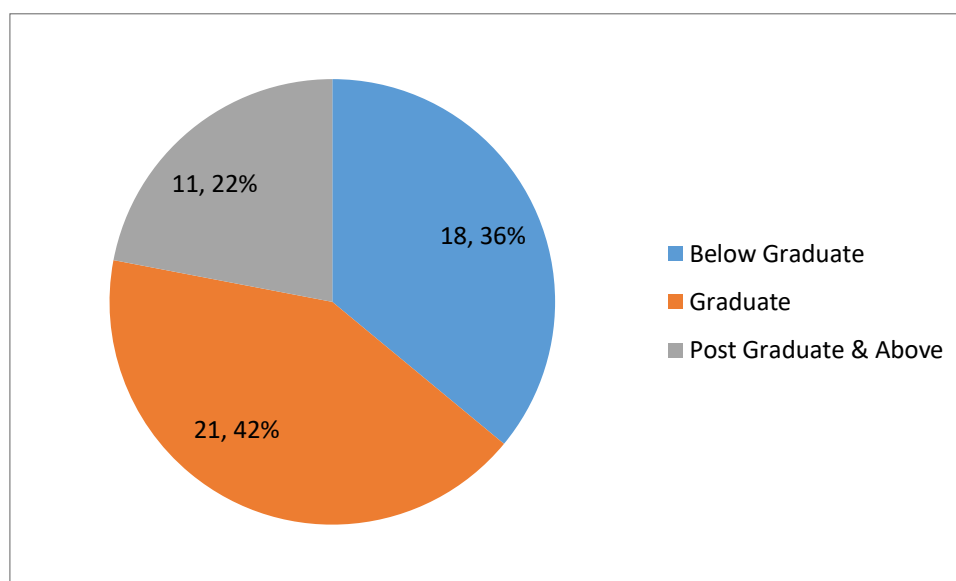
The researchers collected the data from the respondents having different educational qualification. Out of the 50 respondents 18 ,ie, 36% of the respondents do not have any

graduation degree, either they left study at their school level or they are still continuing their graduation. 42% of the respondents .ie, 21 have graduation degree. The data related to educational qualification revealsthat among the total 50 responses the 11 or 22% are having post-graduation or above degree.

Table-2: Educational Profile

Attribute		Number	Percentage
Educational Qualification	Below Graduate	18	36
	Graduate	21	42
	Post Graduate & Above	11	22

Chart-2: Educational Profile

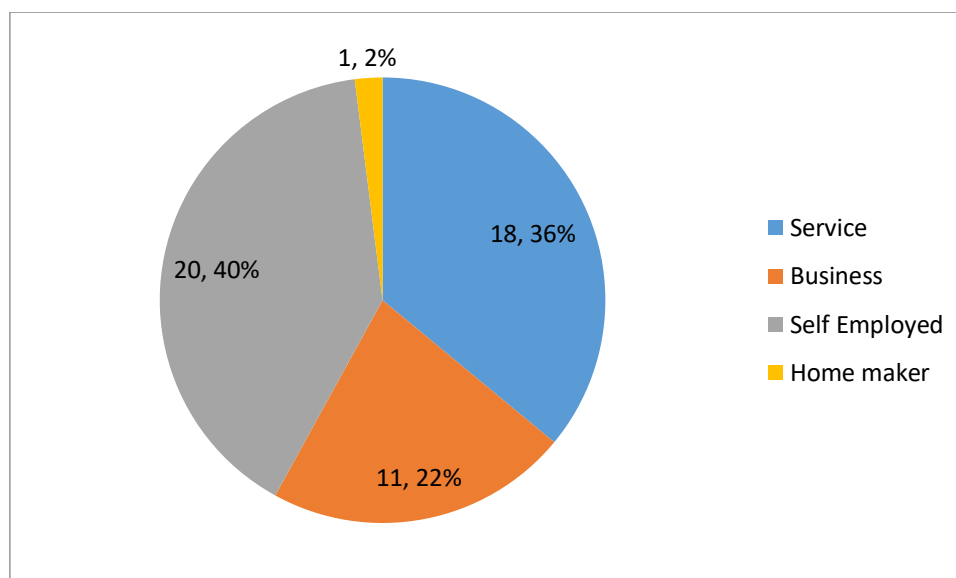


The researchers received responses from different professional background. While considering the occupational profile of the respondents, it has been observed that 58% of the responses are associated with different kind of services. 20 out of total 50 ,ie, 40% respondents are from business background. The researchers also have collected 1 response or 2% from a homemaker.

Table-3: Occupational Profile

Attribute		Number	Percentage
Profession	Service	39	58
	Business	20	40
	Home maker	1	2

Chart-3: Occupational Profile

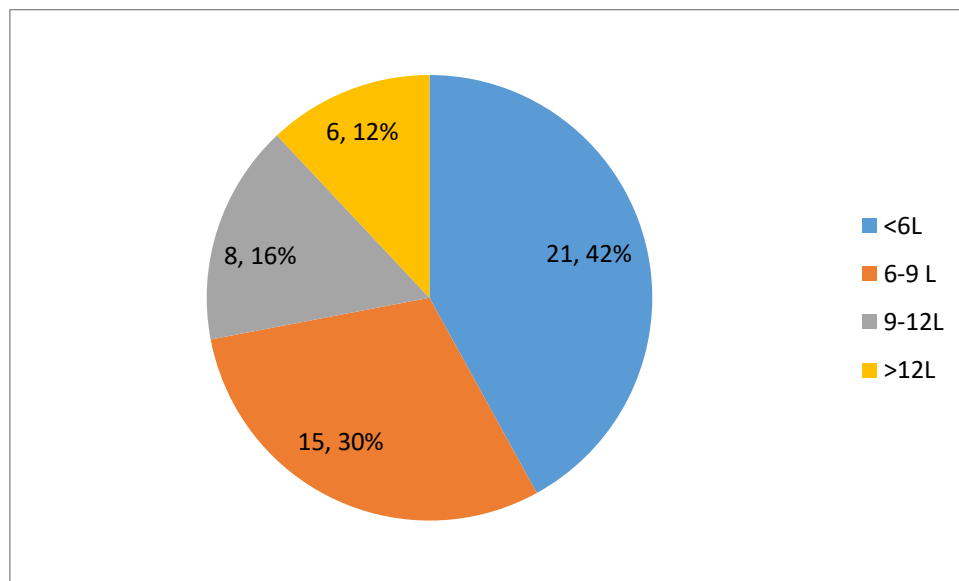


Considering the income profile of the respondents the researchers received 42% responses from less than 6 L yearly income group, 30% from 6-9 L income group, 16% are from 9- 12 L income group and 12% responses from more than 12 L yearly income group.

Table-4: Income Profile

Attribute		Number	Percentage
Household income	<6L	21	42
	6-9 L	15	30
	9-12L	8	16
	>12L	6	12

Chart-4: Income Profile



Method of Data Collection: The present researchers prepared a questionnaire for the purpose of the present study. Then the questionnaire was distributed among the prospective respondents. For the purpose of choosing sample the researchers selected convenience sampling method. They then distributed the questionnaire among 80 employees from different demographic groups. After a certain interval of two days, they collected the distributed ones, but could collect only 57 out of those 80. After a screening the researchers could accommodate

only 50 properly filled in questionnaires. So, the samples size is 50 for this study. The completed questionnaires were collected by the researchers and a follow up were made.

Normality: The normality of the scale is measured using Skewness and Kurtosis (Khine, 2013). Normality of data is ensured when the absolute value falls between the range of -1 and +1

(Khine, 2013). Under skewness, most of the questions fall within the expected range. This is deemed unusual. Similarly, there are five questions from kurtosis that fall out of the acceptable range. The abnormality of the questions prompts for further test on the data set and in this case, Reliability Test is suggested to be the next course of action.

Reliability: The questionnaire's content was administered through various sources which relates with the suitability of instruments. The reliability of the scale is measured using Cronbach's Alpha values. It was mentioned that Cronbach's Alpha value varies from 0 to 1 but, satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2002;Cronbach,1951). In the present study Cronbach's Alpha value is more than 0.6. So, it satisfied the condition of reliability.

Table-5: Reliability Table

Variables	No. of Items	Cronbach's Alpha Value
Overall	13	0.825
Teamwork	7	0.681
Organizational Productivity	6	0.744

ANALYSIS & FINDINGS

Table-6: Descriptive Statistics

	N	Mean	Std. Div
Teamwork	50	4.121	0.602
Productivity	50	3.265	0.712
Valid N (listwise)			

Here the above table shows that the mean of the teamwork is 4.121 and the standard deviation is 0.602 whereas the mean of productivity is 3.265 and its standard deviation is 0.712. This requires a further analysis to find whether there is any strong relationship between teamwork and productivity. The present researchers preferred to conduct regression

Regression Analysis:

In the present study the researchers used regression analysis to identify the relationship between teamwork and productivity. Teamwork here set as an independent variable and the productivity played the role of dependent variable.

Table-7: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	0.755a	0.570	0.561	0.4466	1.680
a. Predictor: Teamwork (TW)					
b. Dependent Variable: Employee Productivity (EP)					

The Adjusted R Square value at 0.561 indicated that the model is not a good fit model as the value is lower than the rule of thumb of 0.60 (Zygmunt& Smith, 2014). The Durbin Watson value 1.68 indicates that there is no autocorrelation among the selected respondents for this research as the value falls in the range of 1.5-2.5 ((Bakon& Hassan, 2013). However, since the model is close to 0.6, the model is accepted for further analysis.

Table-8: Regression Analysis

Coefficients						
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.441	0.215		6.433	0.001
	Teamwork (TW)	0.241	0.114	0.282	2.091	0.025
a. Dependent Variable: Employee Productivity (EP)						

According to Table 8, Teamwork beta value is 0.282 with a significant value of 0.025 which is lower than 0.05. Hence Teamwork is found to have a positive and significant impact on employee productivity.

Regression Equation:

$$EP = 1.441 + 0.241 (TW) + \epsilon \quad \text{Where, Standard Error } \epsilon = 0.114$$

DISCUSSION OF HYPOTHESES

Teamwork positively influences employee productivity. Earlier studies reveal that teamwork such as group activities, mutual cooperation and trust via emotional support create healthy work environment enables to increase employee performance (Daft, 2005). Also, our finding is similar to previous studies done by Judge et al (2004) and Dumdum et al (2002) where they found that teamwork attributes have a direct impact on employee productivity. Also Hernandez et al (2011) found that teamwork provides psychological support, foster mutual trust and respects, helps employees in difficult task and appreciates by providing positive feedback to cultivate high performance among the employees.

CONCLUSIONS

It is concluded that teamwork plays an important role in increasing the productivity of the employees. Proper teamwork ties all the team members of the organization with a single treat and a good group cohesiveness leads towards increasing productivity. Teamwork gets its fuel from proper feeling and empathy for the team members, recognition, trust, shared vision, acceptance of strength and weaknesses of team members and scope of nurturing skills of the members. A proper teamwork creates an environment which automatically encourages employees to become productive. A proper teamwork brings out the best of organizational efficiency and in turn improve productivity and profitability. Imagination of increasing productivity without teamwork is almost like staging Hamlet without the prince of Denmark. Productivity can only be increased if there is a synchronization of activities and that can only be possible if there is a good teamwork. It is has been concluded that a proper and effective teamwork in influencing employees to improve their current job performance. In short, Teamwork has a positive and significant influence on employee performance. This means if there is a good relation among the team members, proper communication, less chances of misunderstanding and empathy there is always a chance of improving job performance and hence the productivity.

Managerial Implications

- The present study will help the managers of the organization in understanding the importance of teamwork in increasing productivity.
- As per the study feelings of the team members, recognition of them, trust in the members is some of the areas of teamwork, if noticed and dealt with proper attention may improve productivity.

LIMITATIONS

- The study was conducted with a very small size
- Even after repeated requests none all filled in the questionnaire

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ANNEXURE

1. Demographic Profile:

Gender	Male	Female
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Age (Yrs.)	18 – 25	25+ - 40	40+ - 60	> 60
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Education	Undergraduate	Graduate	Post Graduate & above
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Profession	Service	Business	Self employed	Home maker
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Household income (Rs. / Year)	< 6 Lakhs	6 – 9 Lakhs	9 -12 lakhs	> 12 lakhs
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2. Show your degree of agreeability with the following items related to online education system where Strongly Agree (SA) = 5, Agree (A) = 4, Neither Agree nor Disagree (NADA) = 3, Disagree (DA) = 2 and Strongly Disagree (SDA) = 1)

Items	Strongly Agree	Agree	Un decided	Dis Agree	Strongly Disagree
	5	4	3	2	1
Do you feel you can be yourself around your team members					
Do you feel important and recognized in team meetings					
Do trust exists among team workers					
Are team workers prepared to engage in debate about different ideas					
Does organizational productivity depend on the knowledge, skill and abilities of its individual members					
Does Positive relation among team workers improves efficiency					
Does problem sharing among members in an organization enhances organizational productivity					

Does team trust allow member fully accept each other's strength and weaknesses					
Does everyone in the team feels able, to act on the team vision					
Does team trust allow member fully accept each other's strength and weaknesses					
Does working with team increase efficiency of an employee					
Does team members play a major role in the organizational performance					
Is there any improvement of skills among employees in achieving team goals and as well as organization's objectives					