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A STUDY ON EMPLOYEES' INVOLVEMENT TOWARDS EFFECTIVENESS OF TEAM WORK IN GLOBAL SCENARIO

K. KALAIVANI

ASST. PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES

SRI MANAKULA VINAYAGAR INSTITUTE OF TECHNOLOGY

PUDUCHERRY

P. SASIKALA

ASST. PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES

SRI MANAKULA VINAYAGAR INSTITUTE OF TECHNOLOGY

PUDUCHERRY

ABSTRACT

The word TEAM refers to Together Everybody Achieve More. A good team does not have an I. Effective Teamwork depends a lot on the team leader. But the team members are also crucial to this process. After all, without its members a team will not be a team. Sometimes it is challenging to make a team work. A number of factors can spoil it and it can become quite a challenge to handle unruly and difficult people. Yet, it is still one of the most powerful ways of organizing work to be done in the organization. The main focus of the study is to understand about team work practices and their involvement in achieve effective team work. The study reveals that the employees are satisfied with the present team, working hours, work environment, communication with the team leader and his guidance. This can be further improved for enhancing better quality of work life. The employees of the organization are very dynamic even when assigned a different role in the team. This shows a positive sign of flourishing of the teams. Moreover, the consistent motivation and inspiration by the team leader will certainly enhance the level of participation of team members. The research is descriptive and the sample method used is Convenience sampling method. Nearly 116 samples are taken to study the Team Work at M/s LUCAS TVS LIMITED, PUDUCHERRY.

KEYWORDS

Effectiveness, Employees Involvement, Performance, Satisfaction and Team work.

INTRODUCTION

Teamwork can be defined as the ability to work cooperatively with others and work together as opposed to separately or competitively to achieve a common goal. Teamwork is used in all aspects of life.

A business or cooperation will not survive unless all members work as one team. Whether or not each individual realizes it, they are putting complete trust in the other members of their "team" to work together and achieve one common goal.

MEANING

Effective Teamwork depends a lot on the team leader. But the team members are also crucial to this process. After all, without its members a team will not be a team. Sometimes it is challenging to make a team work. A number of factors can spoil it and it can become quite a challenge to handle unruly and difficult people. Yet, it is still one of the most powerful ways of organizing work to be done in the organization.

It is the ways of making employees feel more interested in their Work so that they produce more work of better quality

DEFINITION

TEAMWORK

"Co-operation between those who are working on a task." Commonly teamwork is understood as co-operation and willingness to work together.

"Teamwork is the co-operative effort by a group of people to achieve a common goal".

EMPLOYEES INVOLVEMENT

A management policy that aims to increase employees' commitment by giving employees greater individual responsibility for the work they do and a greater share in decision making.

FACTOR INFLUENCING EMPLOYEES INVOLVEMENT

- ❖ Employee's involvement is related to three classes of working variables: personal characteristics, situational characteristics and outcomes. No one class of variable shows clearly stronger relationship to employee's involvement than any other.
- ❖ Employee's involvement is quite stable.
- ❖ Most of the variable in employee's involvement remains unexplained.
- ❖ The data are more consistent with the "Importance of Work".
- ❖ Employees involvement seems to be "feedback variable" both a cause and effect of employees behavior.
- ❖ Personal and situational variables have independent effects on involvement and situational variables seen to have more effects on involvement than the personal variable. All persons significantly show high employees involvement.

PRINCIPLES OF EFFECTIVE TEAMWORK

HIERARCHY

An effective group understands the team structure, including which team member is responsible for what activity. To get efficient results it is important for a team to operate under a hierarchy that everyone agrees to.

PLANNING

Before taking on a task, the team understands the importance of planning before starting. Each member of the group is responsible for his individual area of expertise, and the entire group is part of the planning process.

IDEA INPUT

Many groups are made up of people with diverse backgrounds that include different work experience. A group may include a significant generation gap. To work as an efficient team, the group puts aside differences and values each member's input into the group's solution. Years of experience are important in getting a job done correctly.

SUPPORT

Competition for an effective team comes from outside the team. When a group is working together each member supports every other group member, helping each other find solutions to the group's problems.

LEARNING FROM FAILURE

It is important for a team to remember how it succeeded in reaching a goal to replicate that success in future tasks. But it is also important to learn from failure. The team should run through each project or task afterward to ensure that mistakes made in the past are not repeated.

PERFORMANCE STANDARDS

When a team sets out to do a task, the entire group needs to agree on how to judge the quality of the final product. The performance and results standards that the group sets for itself should be used to help motivate the group to performing at its peak level.

EFFECTIVE TEAMWORK RESULTS FROM

- A team whose membership, size and resources match the task good leadership and attention to team-building commitment by team members to understand and identify with one another's goals the development of team goals .
- A shared vision a sense of common ownership of the task at hand and joint responsibility for its achievement co-ordinate effort and planned sharing of tasks.
- The open exchange of information within the team.
- Honesty and frankness among team members
- Effective teamwork may be undermined by a variety of problems, for example: disorganization, poor communication, misunderstandings or inadequate procedures for problem-solving.
- Team functioning can be weakened by obstacles faced by individual members within the team, as well as by difficulties linked to the task.

ESSENTIALS OF A TEAM

- Voluntary Participation.
- Top Management Support.
- Operational Management Support.
- Facilitator Guidance.
- Training & Development.
- Shared Work Background.
- Solution Oriented.
- Recognition.
- Good Leadership.
- Subordination of Personal Interest to Organizational Interest.
- Clear Communication.
- Timely Completion.

OBSTACLES TO EFFECTIVE TEAMWORK

- ✓ Unclear Goals
- ✓ Demotivation
- ✓ Unclear Roles
- ✓ Poor Communication
- ✓ Discrimination

PROBLEMS ASSOCIATED WITH TEAMS

- ❖ Group Norms
- ❖ Too much discord
- ❖ Personality problems
- ❖ Rigid leadership
- ❖ Differences of opinion
- ❖ Too much harmony
- ❖ Corporate culture and reward system

OBJECTIVES OF THE STUDY

- To understand the employees' perception and satisfaction level.
- To analyze the employees' attitude towards team work to achieve efficiency in production.
- To ascertain the factor that favours employees' involvement and team work.

STATEMENT OF THE PROBLEM

A person who has a great overview and understanding of an enterprise can serve as a mediator between different parts of the system. If the team members are dedicated, good at what they do, and doing it with great style – they are the prime candidates for a perfect team. Unfortunately, a perfect teamwork is invisible. The study will improve the ability of employees to work co-operatively with others and helps to communicate openly and honestly about the ideas and suggestions with other team members. This study gives support for improving the level of employee involvement and helps to understand the team performance & employees' attitude towards team work.

DATA COLLECTION

Relating to study the primary data was collected from employees working in M/s LUCAS TVS LIMITED, PUDUCHERRY. The secondary data was collected with the help of Company records, Product Catalogue, company website and discussion with the personnel manager and staff.

DATA ANALYSIS AND DATA INTERPRETATION**WEIGHTED AVERAGE METHOD**

Application of weighted average method to Rank the factors that is consider most important by the employees towards Team work.

CALCULATION OF WEIGHTED AVERAGE METHOD

Rank	Weight	Distribution of work		Getting better guidance		Sense of belongingness		Better sharing of opinions		To manage work stress	
1	5	19	95	8	40	38	190	17	85	34	170
2	4	18	72	42	168	19	76	27	108	20	80
3	3	33	99	27	81	33	99	8	24	13	39
4	2	10	20	35	70	12	24	25	50	27	54
5	1	36	36	4	4	14	14	39	39	22	22
Total		116	322	116	364	116	403	116	306	116	365

$\Sigma WY/\Sigma X$	2.775	3.137	3.474	2.637	3.146
Rank	4	3	1	5	2

WEIGHTED AVERAGE RESULT

FACTORS	AVERAGE VALUE	RANK
Sense of belongingness	3.474	1
To manage work stress	3.146	2
Getting better guidance	3.137	3
Distribution of work	2.775	4
Better sharing of opinions	2.637	5

INFERENCE

It is interpreted from the above table that the employees have given first rank for sense of belongingness, second to manage work stress, third to getting better guidance, fourth distribution of work and fifth to better sharing of opinions.

SUGGESTIONS AND RECOMMENDATIONS

- ✓ The best possible situation for teamwork is when each member of the team has complete confidence in the intentions and abilities of the other team members, as well as a clear vision of the goal and the steps that lead to it. So the management must show little more concern in sense of belongingness.
- ✓ Communication keeps the operation of the team well-oiled and without friction. With a smaller group of people teamwork consists of recognizing the problems as they arise, successfully communicating with the other members of the team, and making the necessary adjustments. The management can give more opportunity to the workers for better sharing of their opinions.
- ✓ As the teams get bigger and the goals more complex, communication becomes harder to accomplish. To be able to function at this level, the team has to be well-structured. It becomes necessary to communicate through properly defined channels, for clear reasons, and with appropriate level of priority. Hence, the management must schedule the distribution of work with little more concern.

CONCLUSION

Good teamwork maximizes the effect of communication with minimal overhead. Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, employee involvement is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization. The most important factor from the opinion of the employees is cooperation that can be achieved with better understanding and mutual sharing of assignments. A business or cooperation will not survive unless all members work as one team. Effective Teamwork depends a lot on the team leader. But the team members are also crucial to this process. After all, without its members a team will not be a team. From the study, the Researcher able to project the following opinions and supports the Management with some suggestions.

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