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A study on team cohesiveness

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Abstract

The term 'team' comprises a group of people linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. A group in itself does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort, which allows each member to maximize his or her strengths and minimize his or her weaknesses. Theorists in business in the late 20th century popularized the concept of constructing teams. Differing opinions exist on the efficacy of this new management fad. Some see "team" as a four-letter word: overused and under-useful. Others see it as a panacea that finally realizes the human relations movement's desire to integrate what that movement perceives as best for workers and as best for managers. Team Cohesiveness refers to the attractiveness which holds the members of the team together. It is the resultant power of a group to think and act as a single unit in pursuit of a common objective. Teams that are highly cohesive are capable of influencing individual behavior. Hence it becomes important to study the cohesiveness among teams to ensure team effectiveness. All the Staffs working in "TEXON SYTEMS, TRICHY" (about 85 employees) constitute the universe for the purpose of the study. The researcher has adopted Stratified simple Random sampling method.

Keywords: Team Work, Cohesiveness, Strenth

Introduction

The term 'team' comprises a group of people linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. A group in itself does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort, which allows each member to maximize his or her strengths and minimize his or her weaknesses.

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Likert defines cohesiveness as "The attractiveness of the members to the group or the resistance of the members to leaving it"

Team cohesiveness is determined by a number of factors, such as:

- **The right mix of skills:** Team effectiveness depends in part on bringing together people who have different skills that somehow complement each other. This can mean different technical abilities or communication skills. In fact, teaming up people who share the exact same characteristics is often a recipe for disaster. Team effectiveness depends on people taking on different roles in a group setting. If there is no agreement on who does what in the group, it is unlikely that the team will prosper.

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Factors that influence cohesiveness are

- Similarity of team members in gender, age, values, etc.
- Success and the professionalism of every employee – when tasks are accomplished things go better for the team
- External threats of competition – people as specie react well to danger of any kind and work better together in putting out the fire.

The visible results of a high cohesiveness in a team are an increase motivation for participating in the team activities but also the possibility to better impose on the “black sheep” the social norms agreed by the team. With conformity comes less individuality and more success as a team.

The 4 Steps of Cohesion

1. Forming is the act of putting the team together. In youth sports this may involve tryouts, a draft, or some other process of evaluating the athletes and placing them on teams. A critical part of this step is making the members feel comfortable with each other, getting to know each other, and beginning to establish lines of communication.

2. Storming is also referred to as infighting. It is not unusual to see displays of temper and occasionally even aggression during this stage. This is when the members of the team try to show off their skills for the coaching staff as they jockey for status on the team. It is during this stage that coaches assess the strengths and weaknesses of their athletes and begin to decide who will go in which roles: starters, substitutes, bit players, and so on.

3. Norming is the step in which the coaches pull the team back together. Within the team, we move from competition to cooperation. Each athlete must understand his or her unique role on the team and the contribution each will make to the team. In leagues with younger athletes, we may intentionally rotate the players among the various positions so they can experience the different skills involved in playing the sport.

4. Performing is the culmination of the team building process. It is when all the members work together to achieve the common team goals.

Team Cohesiveness Competencies /Capabilities

- The ability to get everyone clearly focused on the same outcome
- Getting the right people on the team
- The ability to effectively move through the phases of the team development process
- Understanding what promotes or impedes strong individual and team performance
- Making sound team-based decisions

- Ensuring that the needs of key stakeholders are reflected in team decisions
- Managing conflict within the team
- The ability to ensure that the team is focusing its efforts on the root cause rather than the symptoms of a problem
- Creating a map to achieve results
- Coordinating the efforts of team members
- Ensuring that team members get the information they need when they need it
- Providing candid feedback
- Promoting desirable behavior/performance
- Measuring team effectiveness
- **Boal and Hooijberg (2000):** A study conducted on ‘Team cohesiveness’ among the senior executives.” Encouraging the CEO and senior executives to work as a team has been suggested as a way of enhancing strategic leadership effectiveness in complex organizations. Through strategic leadership, an organization measures forward into an imperfectly known future, making commitments to some opportunities while turning away from others.
- **Stasser, (2000):** A study on team cohesiveness and team active role”. The distributing of situation specific information in a team is asymmetric, the risk of private information failing to surface is high, but can be reduced if the leader takes an active role in encouraging people to share information.

The need for the study arises from the fact that the company wants to know that the present team cohesiveness of staff since they were selected on their qualification and not based on their team skills. The company also wanted to explore the team cohesiveness of staff so that the further training can be given to them and make them multi-task team.

In short, the company plans to identify and analyze the level of team cohesiveness of staff in its division so that they can introduce multi-task team in its divisions through training. The study analyses the level of staff, so that the training needs can be found out

The main purpose of the descriptive research study is a fact-finding investigation and which describe the characteristics of team members or team itself. Hence the researcher used descriptive research design for this study. The researcher has adopted Stratified simple Random sampling method. The researcher collected data from the Staffs who work as a team member and not as individuals. The primary data was collected through questionnaire from TEXON SYTEMS, TRICHY and secondary data was collected through existing records, journals, magazines, websites, etc.

Distribution of Respondents by the Positive Relationship among the Team Members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	10.0	10.0	10.0
	Agree	10	33.3	33.3	43.3
	Strongly agree	17	56.7	56.7	100.0
	Total	30	100.0	100.0	

The distribution of the respondents by their score states that the majority respondents 56.7 per cent strongly agree that they have positive relationship among the team members.

While some, 3.3 per cent of them agree the statement. The rest of the respondents are not happy and disagree the fact.

Distribution of the Respondents by Feeling of Unity and Togetherness among Team Members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	3.3	3.3	3.3
	Disagree	6	20.0	20.0	23.3
	Agree	10	33.3	33.3	56.7
	Strongly agree	13	43.3	43.3	100.0
	Total	30	100.0	100.0	

The distribution of the respondents by their score, the above table shows that 43 per cent of the respondent strongly agrees that there is a feeling of unity and togetherness among team members, 33 per cent of respondents agree that, 20 percent of respondent disagree that and least 3.3 per cent of the respondents strongly disagree the fact.

**(Age) * Overall team cohesiveness
Association between age of the respondents and their overall team cohesiveness**

Sl.no	Age	Overall team cohesiveness		Statistical inference
		Low (n=17)	High (n=13)	
1	Below 25yrs	10 (58.8%)	6 (46.2%)	$X^2=.766$ $Df=2$ $.682 > 0.05$ Not Significant
2	26 to 35yrs	3 (17.6%)	4 (30.8%)	
3	36yrs & above	4 (23.5%)	3 (23.1%)	

The above table indicates that there is no significant association between age of the respondents and their overall team cohesiveness. Hence, the calculated value greater than table value.

Research hypothesis

There is a significant association between age of the respondents and their overall team cohesiveness.

Null hypothesis

There is no significant association between age of the respondents and their overall team cohesiveness.

Statistical test

Chi-square test was used the above hypothesis

Findings

The above table there is no significant association between age of the respondents and their overall team cohesiveness. Hence, the calculated value greater than table value. So the research hypothesis rejected and the null hypothesis accepted.

- The majority (53.3per cents) of the respondents belong to the age group of below 25years.
- The most of the respondent’s education qualification is up to SSLSC
- The majority of the respondents are having experience of 5ears and above.
- The large number of respondents (56.7 per cent) is unmarried.

Majority of respondents (83.3 per cent) live in of nuclear family.

- Almost, most of the respondents (76.7 per cent) are have close friends in their team.
- Only limited member (36.3 per cent) are occupy the leadership positions in a team.
- Majority of the respondents has born first in their family

Suggestions

- The team cohesiveness can be developed in the organization and the employers can be assessed at

regular intervals for improvements. This will help the employer to improve their team effectiveness The team cohesiveness assessment can be followed for the rest of the employers in TEXON SYTEMS, TRICHY. It will also help to create awareness on the importance of team cohesiveness.

- Few more team along with technical skills can be added and assessment of staff can be made in order to get better profile of the people in the organization.
- Training and development programs can be conducted every year based on the needs of the organization. The training and development programs can be based on both behavioral and technical skills, so that the employers can become more efficient and effective in performing their job
- Different team building activities such as Outdoor / Indoor pursuits, workshops, Social events, Community services, Charitable work, etc to improve cohesiveness among team members.

Conclusion

Now a day’s team work has a dramatic effect on organizational performance. A cohesive team can help an organization achieve incredible results. The effectiveness of team work of an organization is moderately influenced by various dimensions such as team atmosphere, team relationship, team communication, team direction and team objective.

On the whole, the team cohesiveness of the organization was found to be good. The organization can improve the functioning of teams through creating awareness about the importance of being a team player among the employees through various training programmes.

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