

Teamwork and team building capacity of Nepalese managers

An Analysis of Emerging Trends

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Abstract

The roles of teaming in any organization do not require any lengthy expression. Without teaming up of the employees hardly organizations achieve any success. The major purpose of organizations to meet competitive challenges of these days, become far from reach in the absence of effective teams led by efficient manager. This article addresses issues on how far Nepalese managers are successful in building teams in their organizations, what factors are responsible for successful operations of teams, how Nepalese managers are different from managers of other Countries in this regard. The methodology uses both primary and secondary data. Research approach is qualitative as well as quantitative (mixed approach).

Keywords: Employee relation, organizational trust, employee commitment, organizational value.

INTRODUCTION

It is widely accepted saying in management

that if an organization is to be made more efficient and effective, then develop workforce and thereby develop team. The team building has been an emerging topic in the management these days because an effective team ensures the success of the organization.

A team can be defined as a number of people working interdependently and taking accountability for a common goal is called a team (Katzenbach, 1993). The working in teams has several benefits so it is becoming common (Muchinsky, 1997). Team based works have resulted better financial performance, increase in efficiency and quality, and decreases employees behavioral problems like, turnover and absence (Guzzo, 1996). Changing to team-based working arrangements has been linked with improved organizational performance concerning financial performance, efficiency, quality of work, and employee behaviors (turnover, absenteeism). Working in teams can also have a positive impact on workers' job satisfaction, motivation and the experience of social support (Sonnentag, 1996).

The team spirit in the organizations is being a subject of great concern in these days. In every management literature, the value of team for the successful organizations is getting high concern. In the past, teamwork was used only for special projects, but now it has been quite normal (Castro, 1994). Based on the views of management practitioners it can be said that team building is human effort and managers do for successful operation of their organization for taking competitive advantage. Heathfield (2002) offers helpful tips on how

teams can be developed. Many organizations in the west have been successful due to the presence of effective team; on the other hand, there are many organizations, though at the beginning they seemed prosperous but could not sustained because of weakness in teaming. This article tries to reveal the status of teaming practices in Nepalese organizations, capacity of managers and present states of team works. There are a number of management process, which were very popular before the concept of team. Examples of these are- employees relation, employee trust, employee commitment, organizational values., etc.

Some Terminologies Related to Team

Employee's relations

Employee relations is a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management (Judge (2002), as cited in Leat, 2008)

A team is a cohesive group in the sense that members understand each other's views. If employee relation is a relation between employees and employers for bringing productivity, quality, then team also has the same objectives. After reaching a level of well-functioned employee relation, the group of employees turns into team. Employee relation has become a traditional phenomenon in the sense that employers communicate policies

to the employees, and employees carryout them for in exchange of reward, and for the weak performances, policies prescribe some remedial actions. Employers maintain a policy of fair treatment through the process of grievance handling. Under employee relations, there are labor laws or employees regulations named code of conduct under which employees should work. For the violation of the code of conduct, there is a provision of sanction and if employer violates the laws then the employees have right to take actions likes, strikes. Picketing, etc.

The concept of team does not believe that the rules and regulations control the performances. It believes in the norms made by employers, and employees or tied up in such a way that they are interdependent and made for each other's. Under the team, there is clear communications, transparency, well defined skills, well defined goals, high level participation in decision making, absent of hierarchical feeling,

Organizational trust

Many managers believe that one of the main keys to the survival of a business is trust. Trust is a critical issue in any type of relationship (Becton, Wysocki, and Kepner. 2012).

Without trust, relationship does not develop. The main thing that members of any organizations should develop is trust among them. The first questions in any team or group is raised is that for whom the members are working, it is for managers or for employees. By making rules and regulations managers or

employers impose the duties and employees are bound to do otherwise there is a provision of some punishment or withdrawal of rewards that one is supposed to get from the work. In such situation there is always doubt towards each other's intention to so trust cannot be developed. Team development has meaning with maintaining trust in each other's.

Under team, members recognize each other's intentions and thereby take mutual accountability for the works. Under the team, each person's work is equally important to win the race and to take competitive advantages. Under the team, goals, policies, participations methods, decision-making processes, etc. are so clear that the chance of mistrust is very minimum.

In place of employers, a team leader or team coordinator who is not imposed but selected from the members and among the members. There is no feeling of positional power and hierarchy like in traditional administration system but the feeling that whether members could contribute or not? In a team, members strive to display honesty, integrity, empathy, and supportive.

Employee commitment

An employee commitment is a state that employee would not leave the job and organization, but stay and participate in the productions of goods or services being a member of the organizations. Only committed employee is mentally prepared for the job he/she has to do in the organizations. Commitment is the mental act of being ready

for the job. Uncommitted member cannot be the team member and does not help in the process of team building. The organizations cannot develop uncommitted employees so production and quality thereby is difficult to achieve.

The basic requirement of an effective team is that all team members are committed towards the goal. When someone becomes committed then he/she tries to develop skills and attitudes to be the effective members of the team and helps the team to success. To a new team member to make committed the role of existing team members is very crucial. By proper socialization and induction process, the new member commits to the organization. The role of team leaders to develop him/her is very important, because new member of the team looks the characteristics of existing leaders, whether he finds integrity, skills, knowledge, image, etc. The research on employee commitment has indicated that committed employees are satisfied,

(Vandenberg & Lance 1992), and increases job performance (Mathieu & Zajac, 1990)

Organizational value

People work for value, which comes from his preferred choices. In a team, members make norms based on the values. As people have values, so as organizations and team composed of many members (employees) also have values. Members cannot contribute when the value of organization, teams and members contradict. Therefore, it can be said that it is the value that unite the individuals to make cross-functional teams and organizations. When value differs then conflict arrases, which also must be resolved by cooperation and collaboration, which demand the respecting the values each other's.

Organization displays its values so that members make choice whether to join the organizations or not. What values can be in the organizations, are listed in the Table 1.

Table 1: Major values, sub values and examples that tied for effective team

<i>Major values</i>	<i>Sub values</i>	<i>Examples</i>
Physical values	1. Maximum Utilization of Resources	Utilizations of resources like, time, money, equipment, materials, space, people, etc.
	2. Orderliness / Cleanliness	Offices, file cabinets, shelves, paperwork, files, priority of work, daily and weekly planning, etc.
	3. Punctuality and Timeliness	Arriving on time
	4. Quality of Products and Services	Presentation, functionality, choice, value, speed, timeliness, suitability, repeatability, reliability, life span, repeatability, courtesy, friendliness, etc.
	5. Reliability	The way system or persons consistently produce the same results. Dependability.
	6. Responsiveness	The way people, the organization, systems, etc. react to a need coming from within or without
	7. Safety	In offices, production and research facilities, vehicles, for employees, vendors, customers. etc.

Organizational values	1.Communications	Up, down, and sideways within the company, with customers and vendors, in terms of openness, frankness, clarity, frequency, accuracy, timeliness, and brevity.
	2.Cooperation (Teamwork)	Among individuals, departments, divisions, branches, and so on.
	3.Coordination	Horizontally between departments in terms of plans, activities, and systems.
	4.Standardization	In terms of forms, files, procedures, reports, performance evaluations, equipment, training, recruitment, orientations, communications, and so on.
Psychological values	1.Continuous Improvement	The desire and ability of the company to develop and incorporate ways to improve itself.
	2.Creativity	New products, new ideas, new systems, new production methods, new applications of technology, new methods of financing, new marketing strategies.
	3.Customer Delight	The positive emotional response the customer feels from interaction with our people/products/services.
	4.Innovation	The desire and ability of the company to venture into new, breakthrough areas of opportunity.
	5.Integrity / Accountability	Keeping to one's word, promises, agreements, being truthful, etc. with employees, customers, vendors.
	6.Loyalty	To and from suppliers, customers, and employees.
	7.Respect for the Individual	Establishing rules and policies, design of systems, making decisions, executing instructions, and so on in terms of people's health, safety, self-esteem, feelings, and opinions
	8.Service to Society	Community welfare, environmental protection, development of products and services that meet real physical, social, or psychological needs.

Adopted from: Bruce Mayhew (2010)
1.1.5 Leadership

It is the role of leader to set direction, to take consensus, to divide the works, to set the target, etc. in a team. For this, a number of skills are required in the leaders. Applying the skills, attitude, and knowledge, he/she has learned, he/she leads the team. The members must realize that leader is correct in displaying the required skills. A group researchers, Nadler (1977), Wysocki (2001), Lencioni (2002), Schwarz (2002), Van Ness (2003),

Leigh & Maynard(2002), Avery (2001), Straus (2002), Hackman (2002), Katzenbach & Smith (2003), have listed some skills of leaderships constructs in a team buildings. They are consensus building, conflict resolution, effective meetings, collaboration, group decision making, and commitment to team, team building, team trust, team alignment, recognition/reward, delegation, and accountability. These were assessed in

Nepalese situations for result and discussion of this article (see result and discussion).

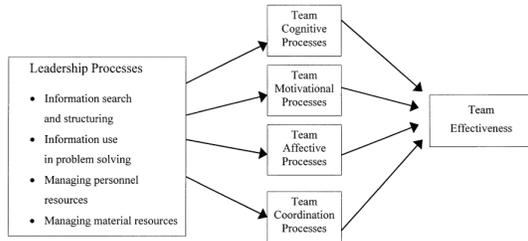


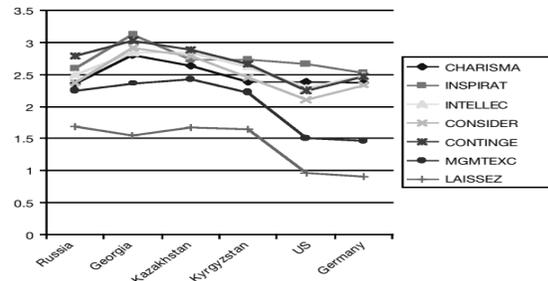
Figure 1: A model of leader performance functions contributing to team effectiveness

Adopted from: Zaccaro, Rittman, and Marks (2001)

The model of leadership performance and team effectiveness as displayed by figure 1, discloses that through different processes like, cognitive, motivational, affective, and coordination, a leaders make their team effective. The proper functioning of these processes depend on search of the information, their use, available human resource and material resource.

These days, a new form of leadership is very frequently used, that is ‘transformation leadership’. Bass (1985) in his book “Leadership and Performance beyond Expectations,” gave some qualities of transformational leadership as-is a model of integrity and fairness. Bass (2006) developed a multifactor leadership questionnaire where he included the constructs like, build trust, acts with integrity, inspires others, encourages innovative thinking and coaches people. This article examined the traits of leadership in managers, based on the responses of employees in this article and presented in result and discussion.

Figure 2 : cross country differences in leadership styles



Which leadership styles must be followed by the managers to manage team has got different research results from the cross country research conducted by Ardichvili and Kuchinke(2002). Their results are displayed in Figure 2.

In the figure we see, the employees of Georgia rated high to charismatic and inspirational leadership. This leadership style got overall high score among the other styles. Management by exception was highly rated by Kazakhstan. Laissez-faires did not get high score amount the leadership styles.

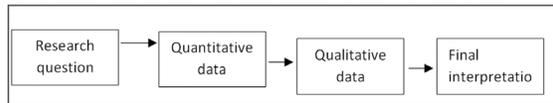
OBJECTIVES

The main objective of this article is to assess teambuilding status of Nepalese’s organizations and capability of Nepalese managers.

Methods

The research bases its philosophy as positivism, and post positivism. Approaches adopted are

quantitate as well as qualitative. The research follows procedures of team building status analysis as:



At the first researcher has set the research questions, and then has collected quantitative data to understand the situation from the team member's perspectives. Researcher further does analysis through qualitative data based on the depth interview with organizational chiefs. Their statements about the reasons of teambuilding successes and un-successes are important before coming to the conclusion. Data used in the study are primary and secondary both. The instruments used were questionnaire where factors of team building were to judge by respondents of 100 employees of 20 organizations. There were two instruments, one designed for assessing team building capability of manager and another for assessing transformational leadership styles. The constructs of both the questionnaire were from the researches of researchers stated above (1.1.5 leadership). One instrument was questionnaires containing 12 items to which respondents were to rate by allocating 1 to 5 scales. Second instrument was questionnaires containing 5 items to which respondents were to rate by allocating 0 to 5 scales. The secondary data was used from the outside the country to compare the situations with the situations of Nepal. For concluding the data (perception of respondents) through questionnaire, responses received from the

interviews, and secondary data revealed have been interpreted.

REVIEW OF LITERATURE

This literature review tries to uncover what makes team successful, what leaders are supposed to do, what members supposed to do, how leaders and members are emotionally attached, etc.

The way to success in the organizations is the sequence of- build team, develop trust and change the organizations (Castro, 1994). Although teams within organizations are hardly new, they have recently gained importance as a fundamental unit of organization structure (Drucker, 1988). As organizations have become more decentralized, less bureaucratic, and flatter, teams have been created to carry out new initiatives and to span traditional boundaries both within the firm and with external constituents such as customers and suppliers (Kanter, 1983; von Hippel, 1988; Walton & Hackman, 1986).

Team members typically have different and unique roles, each representing critical contributions to collective action (Nieva, Fleishman, & Rieck, 1978; Orasanu & Salas, 1993). This means that there exists a high degree of interdependence among team members.

A team has so many activities to be done interdependently, when joining them makes a whole to achieve the organizational goals successfully, so team demands for exchanging of information and resources, and

coordinating of activities (Salas et al., 1992). For an effective team there requires two things-one is how much each team member can contribute based on his/her ability and how the contributions of team members can be coordinated and integrated to whole so as to achieve organizational objectives(Hinsz, Tindale, & Vollrath, 1997).

The role of team member is vital while running team effectively. His/her leadership styles and skills are the determining factor to lead the team successfully. A team leader can be successful by showing emotionally balanced behavior, setting clear goals, defining roles of the members (Isenberg, 1981;Mintz, 1951; Strauss, 1944; Sugiman & Misumi, 1988).

John Castro (1994) has presented several tips in his organizations. These tips include forming teams to solve real work issues and improve real work processes, holding departmental meetings to review projects and progress build fun and shared experiences into the organization's agenda, using icebreakers and time-limited fun team-building exercises, and celebrate group successes publicly.

RESULT AND DISCUSSION

Team Building Ability of Nepalese Mangers

In order to measure the team building ability of the manager, responses were collected from 100 employees of 20 organizations taking five from each. The rating scale was likert type. The rating criteria were 5= strongly agree, 4 = agree, 3 neutral, 2 = disagree and 1 = strongly disagree.

Table 2: Team building ability of Nepalese managers

<i>Descriptive Statistics</i>					
	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Consensus building	100	2	5	3.77	.815
Conflict resolution	100	1	5	3.74	1.011
Effective meetings	100	1	5	3.77	.973
Collaboration	100	1	5	3.89	.909
Group Decision making	100	1	5	3.80	.899
Commitment to team	100	1	5	3.80	.953
Team building	100	1	5	3.84	.918
Team trust	100	1	5	3.74	.991
Team alignment	100	2	5	3.71	.808
Recognition/ reward	100	1	5	3.68	.851
Delegation	100	1	5	3.70	.859
Accountability	100	1	5	3.66	.855
[Total]	100			3.758	

Source: Self-compiled

The mean score of team building capability of Nepalese managers in overall is 3.758, which ranges from neutral to agree. If we analyze the skills, the mean lies between 3.66 to 3.89. This shows that there is no particular skill having high score. The standard deviation shows that conflict resolution ability differed among mangers in comparison to others.

Transformational leadership skill of Nepalese managers

How far Nepalese managers are rated as transformational leaders. This was enquired

with 100 employees of 20 organizations, taking 5 from each. The scoring criteria were 5 = always, 4 = frequently, 3 = fairly, 2 = sometimes, 1 once in a while and 0 = never. The result is displayed in Table 3.

Table 3: Transformational leadership skill

<i>Descriptive Statistics</i>					
	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Build trust	100	0	5	3.09	1.111
Acts with integrity	100	0	5	3.19	1.134
Inspires others	100	0	5	3.27	1.109
Encourages innovative thinking	100	0	5	3.26	1.194
Coaches people	100	0	5	3.28	1.102
total	100			3.218	

Source: Self compiled

The overall score of transformational leadership is 3.218, which means the managers have been able to show transformational leadership in the range from fairly to frequently.

Nepalese managers are running their organizations without having adequate capability to building teams and they have not been able to demonstrate leadership ability.

CONCLUSION

Conclusively the research states that Nepalese managers have not been recognized by their employees as good team builders and leaders. Unless these two things are not developed in the managers, successfully running of the organizations to take competitive advantages cannot be imagined.

Gone were the days when managers had legitimate power, and under this people trust him by faith. Now every actions of manager need to be justified with the subordinates. Expert power works these days because managers with expert power can give justification of every work so people believe,

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