



AN ANALYTICAL VIEW ON THE IMPACT OF EMPLOYEE BEHAVIOR ON THE TEAM EFFECTIVENESS.

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Abstract

This Project titled “A Study on Impact of Employee Behavior on the Team Effectiveness” aims at analyzing whether the employee behavior plays a vital role in influencing the team effectiveness or not in the IT sector. The study further reports on the insights of the factor influencing the team and their performance. This study is of descriptive and a survey was conducted among a 115 employees in IT firms, Pondicherry, simple random sampling technique were used and also the information were collected on a five point scale form. The information collected were analyzed using SPSS package to seek out the connection between the demographic details and the dimensions of the worker behavior and the team effectiveness. From the findings, we arrive at a conclusion that there is a major distinction between the dimensions of the worker behavior and the team effectiveness. It had been additionally found that there is a Positive relationship between the team effectiveness attribute (support) and the worker behavior attribute (Assertiveness), and also we can develop a regression model for the significant factors.

Keywords: *Employee behavior, Influencing, Relationship, Team effectiveness.*

1. Introduction

Employee Behavior

Employee behavior refers to the means during which employee's reply to specific circumstances or things within the work. Whereas several parts verify somebody's behavior within the work.

Employee behavior is compact by a spread of forces. Below square measure a couple of- of the forces that influence worker behavior:

1. Positive setting
2. Technology
3. Client demands
4. Personal and company culture

Types of worker behavior at the workplace

1. Self-assertiveness Task Performers

Such people square measure cognizant of their key responsibility areas and what they are speculated to do at the work.

Organizational Citizenship

Show real courtesy towards fellow staff. Facilitate your coworkers acquire new skills and learning's.

2. Obedience

Joining and Staying with the Organization

It is essential for people to remain with the organization for quite your time. Organizations have to treat workers with respect for them to stay around for a protracted time and do not even consider quitting their jobs.



3. Aggressiveness Counter productive Work Behavior

Counterproductive work behavior has a bent to damage their organization. They are usually concerned in objectionable activities and doing unproductive tasks that spoil the complete work culture.

Team

A team could be a cluster of individuals coupled with a common purpose. Human group's square measure particularly applicable for conducting tasks that square measure high in complexness and have several mutually beneficial subtasks.

A team becomes over simply a set of individuals once a powerful sense of mutual commitment creates a natural process, therefore generating performance larger than the addition of the performance of its individual members.

Common classes of the team

Executive team

A government team could be a management team that attracts up plans for activities and so directs these activities.

Command team

The goal of the command team is to mix directions and to coordinate action among management. In alternative words, command groups function as the "middleman" in tasks.

Project groups

A team used just for an outlined amount of your time and for a separate, concretely determinable purpose, usually becomes referred to as a project team.

Advisory groups

Advisory groups build suggestions a few final products.

Work teams

Workgroups square measure to blame for the particular act of making tangible merchandise and services

Action groups

Action group's square measure extremely specialized and coordinated groups whose actions square measure intensely centered on manufacturing a product or service.

Virtual groups

A virtual team could be a cluster of individuals United Nations agency work interdependently and with shared purpose across the area, time, and structure boundaries victimization technology to speak and collaborate.

Formation of the team involves the four stages

Dependency and inclusion Counter-dependency and fighting Trust and structure Work



Team effectiveness

The formation of groups is most applicable for tasks that square measure troublesome, advanced and necessary. These varieties of tasks square measure usually on the far side the talents and talents of any single individual. However, the formation of a team to complete such tasks does not guarantee success.

Rather, the right implementation of groups is completely associated with each member satisfaction and inflated effectiveness. Organizations United Nations agency wish to receive the advantages afforded by groups got to fastidiously contemplate however groups square measure designed and enforced.

Often, group's square measure created while not providing members any coaching to develop the talents necessary to perform well in a team setting. This is often vital, because of cooperation are often cognitively and interpersonally exigent. Even once a team consists of proficient people, these people should learn to coordinate their actions and develop practical social interactions.

Team Effectiveness Framework

McGrath (1964) advanced Associate in nursing input-process-outcome (IPO) framework for finding out team effectiveness. Figure one contains Associate in the Nursing tailored version of this framework. Inputs describe antecedent factors that modify and constraint members' interactions. Processes square measure necessary because they describe however, team inputs square measure reworked into outcomes.

3. Objectives of the study

- To study the significance difference between demographics and the study variables.
- To develop a regression model among the study variable.

4. Review of literature

Bogler and somech (2004) in their study they targeted on the affiliation between teacher management and structure Citizenship Behavior (OCB). Pearson correlation and multivariate analysis indicated that personal perceptions of their level of management are significantly related to their OCB.

Gersick's (1988, 1989) studies speculated to show that classical process dynamics weren't discernible in a pair of samples of task groups, the use of cluster development theory in structure behavior (OB) analysis has nearly disappeared.

Beck & Lewis, 2000; Kieffer, 2001; MacKenzie, 1994; Wheelan, 1997, in their studies there is a strong judgment on the division of teams due to the misrepresentation of the shortage of associate and also stating that the division of team should happen only on the basis of team dynamics which will help them for better performance.

Tuckman (1965; Tuckman, 1977) caused OB students unfamiliar cluster development theory to misinterpret previous work, become passionate about the content of "stages" of development, and lose sight of the underlying processes cluster development theorists were grappling with.

McGrath, 1991 the theory of cluster development, noting that just about all of it fully was created and valid out of the observations of self-analytic groups, and supply a the TIP), and thus the boundary spanning model (Ancona, 1992) of team effectiveness.



Schutz, 1960 woodlouse, 1966 Common understanding of the idea of cluster development and its relevancy team effectiveness has been hampered the theories of cluster development as descriptive instead of because the prescriptive models they really ar.

Alge et al. (2006) Results of multiple correlation showed that staff WHO feel sceptered are doubtless to understand the link between their actions and broader structure out comes, fell additional responsibility for serving to others over, and higher than what is laid out in their job needs.

Harris et al. (2009) his analysis examined the alleviative impact of management on the relationships between leader member exchange and therefore the job satisfaction and he prompt that staff have to be compelled to have the geographical point freedom to show OCB through management.

Gilbert et al. (2010) investigated the connection between structure citizenship behaviors and therefore the management structure by inserting mediating role of psychological burnout and he found that there is a positive relationship between OCB and electrical engineering.

Najafi et al (2011) in his analysis the findings disclosed that psychological management directly and absolutely influences the effectiveness of the team and organization citizenship behavior.

The claim is but that additional developed teams are able to operate additional effectively across tasks and environmental con- texts than less developed ones (e.g., Bennis & Shepard, 1956; Lacoursiere, 1980; Mills, 1964). Biological process models at the individual, group, and structure levels tend to share similar conceptions of what constitutes an additional developed state.

There are at a minimum four common themes

- a. The additional developed a gaggle is, the greater the notice it's of itself—it will ask itself regarding itself (Bennis & Shepard, 1956).
- b. Emotional, reactive behavior decreases, and rational, purposive behavior will increase (Bion, 1961).
- c. The cluster is best able to actualize its potential (Lacoursiere, 1980).
- d. an additional developed cluster encompasses a larger sense of identity and larger openness to dynamical that identity (Srivastva, Obert, & Neilsen, 1977). Group development theory explained the results of studies of team effectiveness of longer-term groups grappling with tasks and issues that are “conceptual versus behavioral” (Chatman & Flynn, 2001) or “creative versus computational” (Polzer, Milton, & Swann, 2002).

The logic of entrainment (Ancona & Chong, 1996) during a biological process context, we'd expect to envision members of effective groups address these problems within the last half of the group's life if they need completed the task of membership. Seeking and substantiating external info (Ancona, 1992) is one demand for finishing the ability part with groups embedded in structure contexts. this is often to not say that some members couldn't seem to be seeking external info before a gaggle has completed the membership phase; simply that if such info is employed the least bit, it'll be to solely planned out membership problems till the membership part is completed. Once the cluster is within the ability part, such info is sought-after and processed in commission of the group's duties, obligations, and success.

Hackman (1987) provides an additional expansive definition by increasing team viability into two separate constructs: maintaining the power of team members to figure along once more within the future and satisfaction of cluster members 'needs.



Formalization refers to the stress placed on following rules and procedures in acting a team's job. rationalization seems to be absolutely associated with the effectiveness of cross- functional groups (Pinto et al., 1993), virtual groups (Workman, 2005), and boundary-spanning service groups (De writer et al., 2001). Clearly outlined procedures facilitate the effectiveness of decision-making groups while not sacrificing quality, since internal stakeholders' support for choices will increase once a good method is followed (Andrews, 1995; Chan and Mauborgne, 2003). This support is vital for the success of sourcing groups, since their choices generally have to be compelled to be followed up by actions within the organization to implement contracts and bring home the bacon compliance. This implies that sourcing groups ought to get pleasure from rationalization.

The field of POB has emerged from the recently planned positive scientific discipline approach. Scientific discipline has been criticized as primarily dedicated to addressing psychological state instead of mental "wellness" — the four D's approach. This prevailing negative bias of scientific discipline are illustrated by the very fact that the number of publications on negative states outnumbers that on positive states by a quantitative relation of 14:1 (Myers, 2000). The aim of Positive scientific discipline "is to start to turn a modification within the focus of scientific discipline from pre-occupation solely with repairing the worst things in life to additionally building positive qualities" (Seligman & Csikszentmihalyi, 2000, p. Thus, positive scientific discipline studies the strengths and virtues that alter people and communities to thrive.

Like positive scientific discipline, POB doesn't proclaim to represent some new discovery of the importance of quality, however rather emphasizes the necessity for additional targeted theory building, research, and effective application of positive traits, states, and behaviors of staff in organizations (Lathan's & Youssef, 2007).

According to Luthan's (2002), POB is fascinated by "the study and application of absolutely adjusted human resource strengths and psychological capacities which will be measured, developed, and effectively managed for performance improvement in today's workplace". Luthan's has argued that inclusion criteria for POB are being theory and analysis primarily based, measurable, biological process, and manageable for performance impact within the geographical point.

6. Research Methodology

Type of Research

In this study, we used survey method to collect data from the employee and descriptive research is the type of the research.

Data Collection Procedure

With the help of a questionnaire, we gathered data from the employees and the questionnaire is in 5-point scale format. The questionnaire consists of three parts. The first part addresses the Personal information, which consists of Gender, Marital status, working status of spouse, experience in the organization and their job title. The second part Consists of questions related to Team effectiveness and the Third part consists of questions related to the employee behavior.



7. Data Analysis & Interpretation

7.1 Correlation between the Employee Behavior and Team Effectiveness

		Assertiveness	Submissiveness	Aggressiveness	Cohesion	Support	Collaboration
Assertiveness	Pearson Correlation	1	.680**	.104**	.072	.007	.261**
	Sig. (2-tailed)		.000	.269	.447	.941	.005
	N	115	115	115	115	115	115
Submissiveness	Pearson Correlation	.680**	1	.091	.118	.305	.295**
	Sig. (2-tailed)	.000		.336	.209	.001	.001
	N	115	115	115	115	115	115
Aggressiveness	Pearson Correlation	.104	.091	1	.138	.038	.076
	Sig. (2-tailed)	.269	.336		.140	.685	.421
	N	115	115	115	115	115	115
Cohesion	Pearson Correlation	.072	.118	.138	1	.330**	.155
	Sig. (2-tailed)	.447	.209	.140		.000	.098
	N	115	115	115	115	115	115
Support	Pearson Correlation	.007	.305**	.038	.330**	1	.728**
	Sig. (2-tailed)	.941	.001	.685	.000		.000
	N	115	115	115	115	115	115
Collaboration	Pearson Correlation	.261**	.295	.076	.155	.728**	1
	Sig. (2-tailed)	.005	.001	.421	.098	.000	
	N	115	115	115	115	115	115

Inference

1. There is a strong co relation among the two traits (Assertiveness and Submissiveness)
2. There is a strong co relation among the two traits (Assertiveness and Collaboration)
3. There is a strong co relation among the two traits (Support and Submissiveness)
4. There is a strong co relation among the two traits (Cohesion and Support)
5. There is a strong co relation among the two traits (Support and Collaboration).

Result

From the above Inference, we can develop a model for option 2 and option 3 and remaining options are self-relating to its own dimensions, which doesn't have major impact in our study.



8. Regression

Table 8.1: Summary table

R	R Square	Adjusted R Square	Std. Error of the Estimate
.305	.093	.085	.823

a. Predictors: (Constant), SUPPORT

Table 8.2: Annova table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.867	1	7.867	11.624	.001b
Residual	76.481	113	.667		
TOTAL	84.348	114			

a. Predictors: (Constant), SUPPORT

b. Dependent Variable: SUBMISSIVENESS

Table 8.3: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)		.356		7.061	.000
SUPPORT		.109	.305	3.409	.001

a. Dependent Variable: SUBMISSIVENESS

Inference

From the Summary table of this relation shows $R=0.305$ and anova table is significant with $F=11.624(p=0.001)$.

The coefficient value of Independent variable (SUPPORT) $B=2.512$ Therefore our regression model is as below $SUPPORT = (0.305) SUBMISSIVENESS + 2.512$

9. Regression

Table 9.1 Summary table

R	R Square	Adjusted R Square	Std. Error of the Estimate
.261	.068	.060	.7538

a. Predictors: (Constant), COLLABRATION



Table 9.2 Anova table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.680	1	4.680	8.261	.005b
Residual	64.016	113	..567		
TOTAL	68.696	114			

- a. Predictors: (Constant), COLLABRATION
 b. Dependent Variable: ASSERTIVENESS

Table 9.3 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.644	.299		8.851	.000
COLLABRATION	.259	.090	.261	2.874	.005

- a. Dependent Variable: ASSERTIVENESS

Inference

From the regression analysis, we found that the assertiveness aspect of the employee behaviour is predicting the support aspect of team effectiveness is significant.

From the Summary table of this relation shows R=0.261 and anova table issignificant with F=8.267(p=0.005).

The co efficient value of Independent variable (COLLABRATION)B=2.644 Therefore our regression model is as below,

$$COLLABRATION = (0.261) ASSERTIVENESS + 2.64$$

10. Findings of the research and conclusionresearch findings

From the analysis,

Findings related to Correlation table

- There is a strong co relation among the two traits (Assertiveness and Submissiveness)
- There is a strong co relation among the two traits (Assertiveness and Collaboration)
- There is a strong co relation among the two traits (Support and Submissiveness)
- There is a strong co relation among the two traits (Cohesion and Support)
- There is a strong co relation among the two traits (Support and Collaboration)
- We can develop a model for option 2 and option 3 and remaining options are self-relatingto its own dimensions, which do not have major impact in our study.



Findings related to regression model

- A regression model is developed between the team effectiveness trait (SUPPORT) and the employee behavior trait (SUBMISSIVENESS) and it given below:
SUPPORT = (0.305) SUBMISSIVENESS +2.512
- A regression model is developed between the team effectiveness trait (COLLABRATION) and the employee behavior trait (ASSERTIVENESS) and it given below:
COLLABRATION = (0.261) ASSERTIVENESS +2.64

Conclusion

This study is to identify how an individual behavior will have an impact on team effectiveness. From this study, we can infer that the majority of the employees possess the assertiveness behavior and submissiveness behavior, which is very essential for the company. The company can concentrate on the growth rate of an employee so that they can be more effective in nature to boost the employee involvement. Team effectiveness is the important thing that ever has to monitor over a period and in this study, we found that assertiveness behavior and submissiveness behavior has influenced the team effectiveness, and we developed a regression model between the study variables.

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