# CHAPTER - I

## INTRODUCTION

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IMPACT OF TEAM CHARACTERISTICS ON TEAM MEMBERS AND ON TEAM EFFECTIVENESS
(with reference to IT and ITeS Employees in the City of Chennai)

INTRODUCTION
Globalization presents continuing challenges for the services sector. To remain competitive the organizations are compelled to increase and sustain their quality of service, achieve customer satisfaction, reduce job dissatisfaction at a least cost. The challenges of fast changing and competitive environment induce organizations across all business sectors to be proactive and adapt.

To achieve the goal of becoming a competitor at the global level, companies must build and promote a work culture that cultivate respect, trust and one of a business partner rapport with all employees. The employees are to be considered as the most valuable resource within the organizations. The prospects of participating in business operations facilitate growth for individuals who become more important to the organization.

Some of the best known HR practices that help in the creation of an extremely satisfied and motivated work force are,

- **Work Environment:** A safe, secured and happy work place.
- **Open Management:** An open management policy encourages participative management; builds trust and motivate the employees.
- **Performance Incentives:** The incentives are executed at the individual as well as the team level and it has been seen that this works wonders in getting the best out of the employees.
- **Performance Feedback:** Feedback is not only taken from the superior, but also from other seniors and subordinates. Each person in the team is responsible for giving constructive feedback. This kind of system helps in identifying people who can perform well as leaders in future.
Employee Evaluation: Every company has an employee evaluation system in place. A good system, links individual performance to the goals and priorities of the organization.

Sharing of Knowledge: Knowledge sharing is a wonderful strategy that helps in the betterment of the employees and their work. All the knowledgeable information are kept in central databases that can be accessed by each and every employee.

Publicize Good Performances: Every company has some employees who outperform others. Such performances are highlighted.

Discussions: Successful organizations nurture ideas and they understand that employees, who are actually working and know the business, can provide best ideas.

Rewards: While recognition of talent is highly important, this recognition is also made public.

The Surprise Factor: It could be a gift certificate or a small reward. Such surprise factors are not limited to the best performers, but they are randomly given to others as a motivating factor too.

Ongoing challenges and rapid changing environment, requires involvement of more than one person, who may contribute to the attainment of organizational goal, by applying their knowledge, expertise and skill. This calls for team working.

1.1 TEAMS IN WORK PLACE
In many cases team working is introduced to cope effectively with the changes in fast changing and competitive environment (Parrington & Harris, 1999). One of the most prevalent recommendations of academicians and practitioners
as best management practice is building effective team and to ensure that the effectiveness is retained in the organization.

When employees work as a team, they share responsibilities. Some of these shared responsibilities include: establishing goals, providing direction, an input into decision making, participating in internal/external customer quality activities, problem solving, resolving personal and personnel problems and preserving a secured and safe work environment.

Once individuals are involved and are allowed to make decisions, there will be a positive impact on the organization. Adversarial interactions disappear and opportunity to deal directly with employees as business partners is enhanced.

A team is not a group of people who like each other or simply work together. A team is a group with a common objective. Supervisory and management positions will survive as long as they provide value to the core work teams who are their customers. The value added will be defined by the team/customer, not the supervisor or manager (Paul Larson, 2009)².

1.2 Work Teams in IT and ITeS sectors
The field of Information Technology is heavily reliant on Teamwork to improve the quality of Information systems (Jones & Harrison, 1996)³. IT and ITES teams consists of knowledge workers who create value added to teams by mental activities (Cohen & Bailey, 1997)⁴. Many useful techniques and concepts proved their value in enhancing people's performance and organizational functioning. One of the most significant findings was that management, leadership and work teams could be deliberately and methodically developed into powerful problem solving groups that produced excellent results.

Team researchers have discussed the advantages and disadvantages of the team approach. It is perceived that productivity increases when workers identify themselves as part of a team, rather than as individuals who work alone. Also,
a team approach increases the sense of camaraderie, self-worth, and belonging (Stewart, Manz, & Sims, 1999). However, they point out that the team approach can generate unnecessary meetings, lengthy negotiations, and personality conflicts, all of which reduce the efficiency of teams. In spite of the perceived challenges, both academic literature and current trends in the workplace indicate that the use of teams will continue to grow Elmuti (1996). During the mid-1990s, more than 50% of all Fortune 500 companies utilized teams in their management structure and 70% to 75% companies utilize teams in new product development (Barczak & Wilemon, 2001).

Researchers viewed that the team research was in need of more elaborate measures and more rigorous scientific approaches to understanding teams and team performance. At a theoretical level, (Dyer 1984; Salas E 1995) insisted the relative lack of comprehensive models of team performance, and felt that existing models focused only on the factors that directly influenced performance, ignoring other important factors.

1.3 IT and ITeS sectors

The information technology or IT is defined as the “the study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware.”(Information Technology Association of America, 2008) IT deals with the use of electronic computers and computer software to convert, store, protect process, transmit, and securely retrieve information.

Information technology enabled services (ITeS) is a form of outsourced service which has emerged due to involvement of IT in various fields such as banking and finance, telecommunications, insurance, etc. Firms, usually from developed countries, outsource such services to countries like India, China,
Romania and Philippines in order to gain from large talent pool and low labor cost.

India continues to be one of the foremost in maintaining its position as a strategic off-shoring destination for MNCs globally. IT/ITeS in India are expanding and offering well differentiated verticals i.e., service offerings. The economies in supply and demand centers in India enable the growth of IT and ITeS sectors in India.

IT and ITeS Industry in India shows a Steady Growth Track. Indian IT-ITeS industry is primarily concentrated in seven clusters: Bangalore, NCR-Delhi, Hyderabad, Chennai, Pune, Mumbai and Kolkatta. The industry has subsequently expanded into tier 2 cities. Emergence of tier 3 cities like Chandigarh, Mysore is prominent in the ITeS-BPO segment. Tier 2 and tier 3 cities are gaining significance in the IT and ITeS industry as these locations provide higher savings in cost of administration, maintenance, real estate and infrastructure and human resource availability and costs. Pricewater Cooper (2010)\textsuperscript{11}

On the basis of Revenue, top 10 Indian IT and ITeS Firms are listed by NASSCOM\textsuperscript{12}

1. Tata Consultancy Services
2. Infosys Technologies Ltd.
3. Wipro Technologies Ltd.
4. Satyam Computer Services Ltd.
5. HCL Technologies Ltd.
6. Tech Mahindra Ltd.
7. Patni Computer Systems Ltd.
8. I-flex Solutions Ltd.
9. L&T InfoTech Ltd.
10. Polaris Software Lab Ltd.

1.4. INDIA – STRATEGIC OFF-SHORING DESTINATION

Previously India was considered as back-end service location. Now India is emerging as the Global Innovation and Research Hub. Due to cost factors, India is expected to move up the value chain and maintain its position in the forthcoming decades (\textit{AT Kearney GSLI, 2007})\textsuperscript{13}. HP, Microsoft, Cisco, Oracle, Motorola and Qualcomm are some of the leading IT giants who have
set up their R&D centers in India, with aggressive expansion plans in the pipeline.

India is offering significant propositions. The services offering by Indian IT and ITeS sectors are broader. The services cut across several verticals and range from application development at the low end to integrated IT solutions at the high end. India is expected to host highest number of ISO certified companies in the near future.

India offers low costs, technical and language skills, large skilled pool, mature industry players and supportive government policies. Cost of an engineer is about 20 – 40% of comparable cost in European Union (EU). Selling, general and administrative costs are approximately 80% of comparable cost in EU. Average offshore billing rate of US$ 20–35 per hour; about 50–70% lower than EU. India is bringing around 675000 graduates per annum, of which 400000 are engineers and approximately 50000 MBAs are graduating every year. The top firms in India are recruiting around 10000 new employees every year (India Brand Equity Foundation (IBEF) and Ernst & Young Pvt. Ltd. 2008)\textsuperscript{14}

Greater parts of Indian companies have aligned their functions to meet international standards, in order to establish credibility in the global market. They give prominence to process quality, expertise and adherence to standard. By taking initiatives to reinforce regulatory frame work, scaling up the cyber law and the National Skills Registry (NSR), Government of India compliments the efforts taken by the Indian organizations to guarantee information security, which is a critical element of service delivery.

Software Technology Parks (STPI) and Special Economic Zones (SEZs) with high quality infrastructure at low cost, road and air connectivity, development of hospitality industry compliment to the growth of IT and ITeS in India.
1.5. REVIEW OF LITERATURE IN BRIEF

A detailed review of literature follows this chapter. However a brief review is made here.

1.5.1 TEAMS

The current study uses the following definition for team in general and work team in particular: “a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems” (Cohen & Bailey, 1997)\(^{15}\).

As software development is a labor- and knowledge-intensive task, teamwork in software projects has been long acknowledged as a crucial criterion for the successful design and deployment of software projects (Jiang et al., 2003\(^{16}\); Gottschalk and Solli-Sather, 2007\(^{17}\)).

An agile software development team

SOURCE: www.agilemodeling.com
1.5.2 TEAM EFFECTIVENESS

Elsje Scott and Michael Pollock, (2006)\textsuperscript{18} say that team effectiveness can be determined by:

- *Enhanced productivity* as a result of the increased levels of interactions between team members arising from teamwork.
- The degree to which team members enjoy the project experience. (*job satisfaction*)
- The quality of the final product produced by the team in achieving the desired goal. (*Stakeholder’s satisfaction*)

1.5.3 Factors affecting Team Effectiveness

Researchers have found many factors that plays a prominent role in improving team effectiveness, such as leadership (Kahai, Sosik & Avolio\textsuperscript{19}, 1997; Schminke & Wells\textsuperscript{20}, 1999), team formation (Early & Mosakowski, 2000)\textsuperscript{21}, team structure (Stewart & Barrick, 2000)\textsuperscript{22} and team member’s characteristics (Barrick, Stewart, Neubert & Mount, 1998)\textsuperscript{23}. Effectiveness of a team depends upon various characteristics possessed by the team and the team members. More over the organizational climate and environment in which the team functions, plays a major role in determining the effectiveness of a team. It has been found that there is an evidence of a positive link between good *communication* and team performance (MacMillan et al., 2004)\textsuperscript{24}.

The other significant factor of team work success is that all the team efforts are directed towards the same clear *goals*, the team goals. It is imperative that each team understands and accepts the team goal clearly. It appears that successful virtual teams are the ones that engage in extensive and predictable communication patterns, display high task goal clarity, superior time management skills, and alertness to deadlines’ (Jarvenpaa et al. 1998\textsuperscript{25}; Jarvenpaa and Leidner 1998)\textsuperscript{26}. Beal and colleagues illustrated that three dimensions of cohesion (Mathieu et al./Team Effectiveness 1997-2007)\textsuperscript{27}.
(interpersonal, task, and group pride) were each significantly related to team performance and that “as team workflow increased, the cohesion-performance relationship became stronger.” Kirkman, Rosen, Tesluk, and Gibson, (2006)\textsuperscript{28} found trust served as a positive moderator of a team training proficiency–performance relationship. Team members that show a level of dependence upon other members (i.e., requiring the support of others) will contribute to the degree of interdependence within a team. In turn, interdependence contributes to team trust, loyalty and cohesiveness. As well, individuals that seek information contribute to team effectiveness Ortiz de Guinea et al, (2005)\textsuperscript{29}. Cohen et al. (1997)\textsuperscript{30} found that norm crystallization was positively related to effectiveness and to several group design factors considered in their study.

Magjuka and Baldwin (1991)\textsuperscript{31} found group size to be a significant positive predictor of group performance among employee involved team, However Vinokar –Kaplan (1995)\textsuperscript{32} found group size as a negative predictor of performance among 15 interdisciplinary teams in a hospital. The mixture of Knowledge, Skills and Attitudes (KSAs) plus other team characteristics, Klimoski and Jones (1995)\textsuperscript{33} thought any individual difference variables would influence team performance (e.g., Gender, race, age) (Morgan and Lassiter, 1992)\textsuperscript{34}. Many of studies have found diversity in age (Kilduff et al., 2000)\textsuperscript{35} and tenure (Jehn & Bezrukova, 2004)\textsuperscript{36} to be beneficial to performance. When people use their strengths in full, the diversity of skills and personalities can compensate for each other's weaknesses. Heterogeneity in functional expertise and educational background have been found to positively relate to team effectiveness as this form of diversity provides teams with access to a variety of expertise, information bases, and resources that may not be available if all members were from the same functional area (Horwitz, 2005)\textsuperscript{37}. Hye-Ryun Kang (2005)\textsuperscript{38} of Ewha Women’s University; Korea, investigated the importance of team member characteristics, particularly cognitive and demographic, on team effectiveness. His analysis showed that
team effectiveness is more influenced by cognitive than demographic similarities. Moon et al. (2004)\textsuperscript{39} assessed how changing team structures influences performance. Their findings suggested that teams were likely to perform better when transitioning from a functional to divisional structure rather than the reverse. Hambley, O’Neill, and Kline (2007)\textsuperscript{40} investigated the role of leadership style (i.e., transformational, transactional) and failed to find any significant relationships with both style and quality of team interactions. In 2003, Doolen, T.L.; Hacker, M.E.; Van Aken, E.M.\textsuperscript{41}, conducted research within one business unit of a Fortune 50 high-technology company. Twenty-one intact production work teams were the focus of their study. They found Organizational systems that provide teams with the necessary training were found to have a significant and positive linear relationship with team member satisfaction.

Wageman (2001)\textsuperscript{42} found that teams working in empowered designs were better able to self-manage and exhibited higher performance levels than those working in more traditional designs. Moreover, she found that the teams' self-managing behaviors mediated the relationships between design features and team effectiveness.

David A. Foote, Thomas Li-Ping Tang, (2008)\textsuperscript{43} found that the relationship between job satisfaction and Organizational Behavior was shown to be significant, as was the relationship between team commitment and Organizational Behavior. Most importantly, the relationship between job satisfaction and organizational citizenship behavior was moderated by team commitment, such that the relationship was stronger when team commitment was high.
1.6 RESEARCH GAP

The national and international literature pertaining to teams and team effectiveness clearly identified the lacunae of studying team effectiveness. The literature conspicuously presents a gap that the input and process factors predominantly leans upon, Communication, Goals, Interdependence, Norms, Team size, Leadership, Team Composition, Organizational Context, Work design and Job satisfaction.

To the knowledge of the researcher, none of the studies acknowledged the direct implications of influence of the team characteristic factors on individuals and on team effectiveness. Another important gap that emerges out of the review of literature is the correlation as well as empirical bonds between perception of individual on impact of team characteristic factors on team member and on team effectiveness. It is also found that study on impact of team characteristics on Team members and on team effectiveness has not been so far conducted, in IT and ITeS industries in India, which play a vital role in steadfast growth of Indian Economy.

1.7 NEED FOR THE STUDY

India has moved from being a major driver to “the largest player” in the off-shore delivery world. The processes delivered are amongst the highest in the value-chain of companies, the supply-side elasticity of skilled English speaking manpower across technology and non-technology spaces is unmatched, the economic surplus in the industry has shifted to the off-shore players who are now looking at acquisition targets worldwide and the Indian service provider community is being viewed as a “strategic business partner” – not just an IT services vendor. (Price Waterhouse cooper, 2010)\textsuperscript{44}
The Indian economy is steadfastly on the revival course with GDP numbers in the current fiscal coming well ahead of expectations. GDP in the first half of 2009-10 stood at an inspiring 7% in spite of the persistent effects of the global crisis, boosted by considerable traction provided by the industry and services sectors especially IT and ITeS sectors (NASSCOM).\textsuperscript{45}

\textbf{Growth Trends in Global GDP and India’s Net Software Services Earnings}

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\end{center}

Source: IMF, CMIE

With exports accounting for the major share in on the whole IT revenues, the performance of technology sector is closely associated to the overall health of the global economy. The growth rates of global GDP and India’s net software earnings have been observed to move in sync with each other as shown above.

Contributing approximately USD 18 billion and creating employment for around 700,000 people directly and in multiple millions through cross employments, the Small and Medium IT and ITeS Providers (SMPs) in India are integral to the growth engine of the industry in particular and the Indian economy in general. The contribution of SMPs by Employment in IT and ITeS sectors is shown below.
India’s demographic profile which is young and academic infrastructure has potential to accommodate the growing demand for IT-ITES. Additional demand for 850,000 IT and 1.4 million ITeS professionals is estimated by 2009-10.

The State Government agencies are looking at a 20 per cent market share in the Indian BPO/ITES sector by 2012. Chennai, identified as a ‘primary cluster’ or ‘Tier-1 city’ for IT development, currently hosts 680 of the 750 software export units in the state. Of these, 35 are ITES/BPO companies. (Coimbatore and Madurai figure in the second and third tiers respectively.) The city has about 8.8 per cent of the ITES-BPO facilities operating in India (35 out of 400), employing around 30,000 people directly. The success of remote IT services (largely for banks) has helped draw attention to back-office processing support for companies in the financial services and healthcare sectors-most of it captive. (NASSCOM and Management consultants KPMG)
IT and ITeS sectors experience high labour turnover. On the other hand IT and ITeS teams require innovative and creative individuals as team members. The tasks of these teams are complex and often unstructured. Sharing of knowledge, coordination and team work are inevitable to perform efficiently. It is experienced; effectively developed teams demonstrate the ability to collaborate, cooperate, establish a top quality work environment and ensure the production of excellent products and services. Teams in the work place not only have a profound effect on productivity, but also make organization more responsive and have several intrinsic benefits for both employees and customers. The organizations are concerned with influential factors for successful team performance (HR focus 2009)\textsuperscript{48}.

A complex production environment benefits from the work produced by teams (Pulat, 1994\textsuperscript{49}. Forsyth, 1990\textsuperscript{50} states that teams utilize individual resources and team performance utilize the interpersonal dimensions of the team. Individuals who work in groups or teams produce higher levels of creativity and problem-solving than individuals who work alone (Ingram, Teare, Scheuing, & Armistead, 1997)\textsuperscript{51}.

Taking in to account the above facts, the study focuses on the factors affecting the team effectiveness in IT and ITeS sectors and the impact of team characteristics on the individual team members in IT and ITeS sectors in the city of Chennai., which is the need of the day.
1.10 SCOPE OF THE STUDY

In this study the researcher attempts to identify and analyze the factors of team characteristics and to ascertain the interdependencies and interrelationship among them. This study also makes an attempt to study the perception of the team members about the impact of Team Characteristics on team members and on team effectiveness in IT and ITeS sectors situated in the city of Chennai and to measure the influence of personal and organisational variables over the perception of individual team members.

1.11 RESEARCH METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study mainly depends on primary and secondary data.

1.11.1 STUDY AREA

Chennai, the capital city of Tamil Nadu, has emerged as a major exporter of software, IT, ITeS services in India. No sooner did companies begin to find that Bengaluru's existing infrastructure might not be able to handle the unprecedented IT boom, they began to shift to cities like Chennai. Chennai offers a magnificent talent pool, good infrastructure, many software parks, etc and also an enabling business environment to encourage IT and ITeS firms in Chennai. Major software companies in Chennai are Cognizant Technology Solutions, Accenture, CSC, Satyam, EDS, HP, HCL, Infosys, IBM, Sun Microsystems, Symantec, Verizon TCS and Wipro. At present Chennai is the second largest exporter of IT and IT enabled Services in India next to the Silicon Valley. Besides, Small Industries Promotion Corporation of Tamil Nadu Ltd (SIPCOT) has developed a Cyber City, spread over 2000 acres (8 km²) in Siruseri, abutting the IT Corridor. A number of IT and ITeS Companies are in the process of setting up their facilities in the Cyber City (Anonymous, 2010).
The Survey is conducted in IT and ITeS industry located in Chennai city. Chennai hosts a number of IT and ITeS companies making the study realistic and meaningful. For the purpose of this study IT and ITeS such as Oracle, HP, Wipro, TCS, Infosys, Iflex and Shell were selected.

1.12. LIMITATIONS OF THE STUDY
This study focuses on the perception of Team members in IT and ITeS sectors located in the city of Chennai only. This study provides a general view of Team Characteristics and their impact on Team Effectiveness in IT and ITeS sectors. The study is based on the team member’s perception and perceptions are subject to change in the days to come. The employees have reflected their current views on their teams.

The questionnaire is circulated among the team members belonging to various IT and ITeS firms (Major, Small and Medium service providers) situated in Chennai. Since it is a perceptual study, the results cannot be generalized for other sectors.

1.13 PERIOD OF THE STUDY
The study was carried out during a period of three years from 2007-2010.

1.14.1 SAMPLING SIZE AND DESIGN
The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study were selected systematically. Totally 500 Questionnaires were distributed among employees of IT and ITeS (including BPOs). Among the distributed questionnaires 274 from IT firms and 135 from ITeS firms were found usable for primary data analysis. Hence the exact sample size is 409.
1.14.2 SAMPLE SIZE JUSTIFICATIONS
The following statistical procedure justifies the sample size of the study.

Since the study is conducted on the basis of 5% level of statistical significance, the following formula is used to justify the sample size.

\[ n = \frac{(Z^2 \times p \times q)}{B^2} \]

Where Z denotes the normal variate at 5% level, p and q are probability of success and failure. B is bound to determine the suitability of sample size. In this study it is found that \( Z = 1.96 \) (at 5% level)

\[ p = .975, \ q = .025. \]

STANDARD ERROR
The standard error obtained for the number of items in the research instrument revealed the value .013, which is minimum standard error that would minimize the sample size.

Therefore the lower limit for the

\[ \text{Sample size} = \frac{(1.96 \times .975 \times .025)}{.013^2} = 283. \]

It is sharply estimated that the minimum required sample size is 283. But the present study has the sample size of 409, which is more than the sample adequacy value.

1.14.3 SAMPLE SELECTION
The multi stage random sampling method is applied to collect the primary data. This sampling method is justified as follows: The number of companies in both IT and ITeS sectors are considered in the first population domain. Selecting considerable size of the companies out of the total population is represented by the first stage of random sampling. The second stage is preceded with selecting the employees working in these companies at random. After these two stages, the random sampling method is applied to obtain the responses from the employees. Hence, the multi stage convenient and random sampling method is justified to collect the samples from the IT sector.
1.14.4 QUESTIONNAIRE DESIGN
The primary data were collected through questionnaire survey. The respondents were asked to give their opinion relating to Team effectiveness. The first part of the Questionnaire comprises personal and organizational details with optional questions. The second part includes statements relating to Communication, Goals, Team Cohesion and Trust, Interdependence, Team Norms, Team Size and Composition, Leadership, Organisational Context, Work Design and Job Satisfaction with Likert’s 5 point scale. The Third part consists of perception of employees on team effectiveness.

1.14.5 SCALING TECHNIQUE IN THE QUESTIONNAIRE
The questionnaire comprises of both optional type and Statements in Likert’s 5 point scale. The responses of these sections were obtained from the employees of IT and ITeS organisations in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

1.14.6 SECONDARY DATA
The Secondary data were collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets. (List attached in the Appendix)

1.14.7 PILOT STUDY AND PRE-TESTING
A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires were collected from 60 respondents and Cronbach’s Alpha Criterion was applied to test the reliability. The value determined was 0.975 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered for the analysis satisfy the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.
1.14.8 DATA ANALYSIS

The Primary data collected were analyzed using the SPSS (Statistical Package for Social Sciences) computer packages.

The Statistical tools used for obtaining results are as follows:

1. Factor Analysis by Principal Component Method is used to identify and classify the factors of Team effectiveness in IT and ITES sectors.

2. Paired T-test is applied to ascertain the perception of employees with reference to the impact of characteristics of teams on team members and on team effectiveness.

3. One way Analysis of Variance (ANOVA) is applied to ascertain the influence of the personal variables of the employees such as gender, income, marital status and their organisational profile, income, experience etc., over their perception on team effectiveness.

4. Karl Pearson’s Co-efficient of Correlation is brought into the context to ascertain the interdependencies of the variables of team effectiveness and to exactly estimate the variability and strength of relationship.

5. Cluster Analysis followed by discriminate analysis is subsequently exploited to test significant association among individual team member’s perception and team effectiveness.
1.15 CHAPTERISATION
The entire study is discussed in six chapters. The contents of each chapter are
given below.

CHAPTER I: INTRODUCTION
This Chapter Is Introductory In Nature And Deals With The Teams In Work
Place, IT And ITeS Sectors, The Importance Of Teams In IT And ITeS Sectors,
India – Strategic Off- Shoring Destination, A Brief Review Of Literature On
Teams, Team Effectiveness And Factors Influencing Team Effectiveness,
Importance And Need Of The Present Study, Objectives Of The Study,
Methodology, Scope And Limitations Of The Study.

CHAPTER II: REVIEW OF LITERATURE
This chapter deals with the results of the previous studies on Team
effectiveness.

CHAPTER III: CONCEPTUAL FRAMEWORK AND PROFILE OF
INDUSTRY
This chapter deals with the conceptual frame work of team effectiveness and
profile of IT and ITeS sector.

CHAPTER IV: ANALYSIS I
This chapter identifies the predominant team characteristics factors that make
an impact on individual team members and on team.

CHAPTER V: ANALYSIS II
This Chapter classifies the perception of the team members on team
effectiveness.

CHAPTER VI: SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION
This chapter summarizes all the results obtained through statistical analysis. It
offers suggestions and conclusions. It also provides the scope for the further
study.
REFERENCES - I


47. NASSCOM and Management consultants KPMG - Report


