CHAPTER VI

SUMMARY OF

FINDINGS, SUGGESTIONS AND CONCLUSION

Findings

My suggestions!

Conclusion
# CHAPTER - VI

**SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION**

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CHAPTER VI
SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION

Ongoing challenges and rapidly changing business environment, requires
involvement of more than one person to work towards attainment of
organizational goals. This calls for team working.

Many researchers and academicians discuss about teams, work team, team
effectiveness, characteristics of a team and other aspects that influence team
effectiveness such as communication, team cohesion and trust, individual and
team goals, Interdependence, Team Norms, Team size and mix, Leadership
Style, organizational Context, Work design and job satisfaction.

Team work in IT and ITeS sector contribute to the success of an organization.
Therefore research on factors influencing the individual team members and
team as a whole gains importance.

6.0 FINDINGS

Various statistical tools such as Factor analysis, Paired t Test, Karlpearson’s
Coefficient of Correlation, Cluster Analysis, Chi Square analysis and One way
Analysis of variance are applied. The findings are given in this chapter are in
order of the objectives of the research.

6.1 Identifying and analyzing the factors of team characteristics being the
First objective of the analysis lead to the following findings;

- Intra team communication is more important than inter team
communication in making an impact on the efficiency of individual
and in enhancing team efficiency.

- Team performance influences the management at the time of
performance appraisal of an individual.
• Believing the ability and skill of the fellow team members, developing trust in them and in the organization as a whole is required, to become an effective team member.

• A leader with Situational, Visionary and Facilitative qualities enhance efficiency of a team member, whereas a leader, who is accomplishing and Prudent, promotes effectiveness of a team. Moreover a Facilitative Leader is not Prudent enough in enhancing the team effectiveness. However facilitative leadership can contribute to Accomplishments of a Team.

• Team System and Organisational System contribute to Team Effectiveness. ‘Team environment’, ‘Technical Perspective’ and ‘Reward and Recognition Frame Work’ augments the effectiveness of individuals. ‘Reward and Recognition Frame Work’ is purely related to the Organisational System.

• Work designs which result in Customer Satisfaction not only motivate employees but the team as a whole. The nature of work, impact of daily work life on personal life and vice versa, plays a crucial role on efficiency of an individual.

• The respondents strongly believe that there are various factors which contribute to job satisfaction.

➢ **Distinctiveness** - Showing initiative, responding to all situations, delivering to the expectations of the management, completing work in time and extending cooperation to other teams.

➢ **Interpersonal relationship** - Understanding the capability of other team members, their attitude and expectations of team members.
Customer satisfaction - Completing the job, cost-effectively and innovatively guarantees Customer satisfaction.

Content - Acceptance of an employee by the organization, fair supervision, adequate compensation, job enjoyment, equal treatment to all employees regardless of race and gender and corporate environment results in contentment.

Attitude - Attitude of an employee towards his work and team also plays a major role in job satisfaction.

When team members are satisfied with their job, it shall enhance the effectiveness of the team.

6.2 The Second Objective is to study the significant difference between the perception of team members with reference to impact of team characteristics on individual team members and on team effectiveness and the following were discovered,

- Efficacy of Communication and Survival-Communication help in creating effectiveness in individual and sustaining effectiveness in team. In IT and ITeS sectors, Communication creates more impact on individuals rather than creating impact on Team.

- Team Cohesion and Trust creates more impact on individuals rather than on Team effectiveness.

- IT/ITeS sector have diversity in teams. A team with demographic and cognitive diversity requires a positive correlation with Interdependence among team members to function effectively. Interdependence creates more impact on individuals.

- Team Norms create more impact on Teams rather than on Individuals. Team Norms make communication smooth and creates a well informed atmosphere for the team members to work effectively. Team
Norms have a positive relationship with leadership, Organisational context and Job Design at team level.

- **Team Size and Mix** creates more impact on individuals rather than creating impact on Team. IT and ITeS involve interactions between people, processes, and tools to develop a complete product. Team size has positive relationship with leadership, Organisational context and Job design.

- **Leadership** creates more impact on individuals than on Team effectiveness. ‘Situational’, ‘Visionary’ and ‘Facilitative’ leadership styles have a greater impact on individuals than impact of ‘Accomplishing’ and ‘Prudent’ behaviors of team leaders on team effectiveness.

- Team System and Organisational System of Organisational Context contribute to Team Effectiveness and create more impact on Team effectiveness than on Individuals.

- **A Work Design** with optimal work life balance enhances skills of an individual and gives customer satisfaction, career growth and work life environment at team level.

- Job satisfaction creates higher impact on team effectiveness than on Individuals.

6.3 Third Objective is to ascertain the interdependencies and interrelationship among the factors of team characteristics and the analysis finds,

- **Communication** is positively related to Interdependence and negatively correlated to Team Norms, Team Size, Organisational Context and Job Satisfaction at individual level.
With regard to team effectiveness, Communication is positively linked with Individual/Team and Organizational Goals, Team Cohesion and Trust, Team Norms, Leadership, and Job satisfaction and negatively related to Interdependence and Job Design.

- **Individual/Team and Organizational Goals** are positively linked with Interdependence, Norms, Organizational Context and Job Design, whereas there is a negative correlation with Team Cohesion and Trust, and Team Size, while making an impact on individuals.

  Individual/Team and Organizational Goals are positively linked with Team Coheresiveness and Trust, Team Norms, Leadership, Organizational Context, and Job satisfaction, however negatively related to Job design in making an impact on Team effectiveness.

- **Team Cohesion and Trust** is positively correlated to Interdependence, Leadership, Organizational Context, and Job Design, whereas there is a negative correlation with Job Satisfaction at individual level.

  With regard to team effectiveness, Team Cohesion and Trust are negatively correlated with Interdependence, Team Size, Organizational Context, and Job satisfaction.

- **Team Interdependence** is positively linked with Size, Leadership and Organizational Context, whereas there is a negative correlation with Job satisfaction while making an impact on individuals.

  Team Interdependence is negatively linked with Team size in making an impact on Team effectiveness.

- **Team Norms** are positively correlated to Team Size and Job Design at individual level.
With regard to team effectiveness, Team norms are positively correlated with Leadership, Organizational Context and job design, whereas negatively correlated with Team Size.

- **Team size and composition** is positively correlated to Leadership style, Organizational Context and Job Satisfaction, whereas there is a negative correlation with Job Design while making an impact on individuals.

Team size is positively correlated with Leadership, Organizational Context, Job Design and Job satisfaction in making an impact on Team effectiveness.

- **Leadership** as positively correlated with Organizational Context, Job design, whereas negatively correlated with Job Satisfaction at individual level. With regard to team effectiveness Leadership is positively correlated with Organizational Context and Job satisfaction.

- Correlation analysis on impact on individuals finds a positive relationship between **Organizational Context** and Job Design. Organizational Context shows a positive correlation with Job satisfaction in making an impact on Team effectiveness.

- **Work Design** shows a negative correlation with Job Satisfaction. While expressing their presumption on team effectiveness, individuals predicts negative relationship between work designs and Job Satisfaction.
6.4 In establishing an association between perceptions of individuals with reference to team characteristics on individuals and on team effectiveness as per Fourth Objective, it is found that,

- **Introverts**, who are about 4% of the respondents consider the efficiency and self confidence in communication play very little or no role in improving efficiency of an individual team member, whereas, 71% of the respondents, consider efficacy and buoyancy in communication as one of the very important requirement to improve the efficiency and they were named as **Transformers**. 25% of the respondents value self confidence more than the efficiency. In true sense these **Offenders** may convey wrong messages and disturb the functioning of other individuals and offend the performers.

**Toddlers**, (immature) who are 38% of the respondents, feel free to communicate within the team and they hesitate to communicate outside their team. 8% of the respondents, who are **Infants**, expect everyone around them to take care of the crucial communication aspects and they shall remain shy and aloof. This attitude may affect the team efficiency negatively. 54% of respondents, who are **Grownups**, have a Strong perception about Team Survival communication and Extra-team Communication of their team in making team efficient.

- About 59% of the respondents, named as **Go-getters** value Operational oriented goals very highly and team oriented goals highly for contributing towards the efficiency of their performance. 17% of the population, who are **Stumbling Blocks**, consider both operational oriented goals and team oriented goals of an individual as least important in improving their efficiency. Peculiarly around 24% of the employees have a very weak perception about team oriented goals of an individual in improving the efficiency of an individual. These employees are **Self Centered**.
29% of respondents have a moderate perception on Team Dynamic. However these **Obstinate** employees show a very weak perception about Conducive Strategies. They are highly dissatisfied about their performance feedback and pay. They feel that their pay do not relate to their performance in achieving team goals. 4% of respondents, who can be referred to as **Ignorant**, have a very weak perception on Team Dynamics. They presume that the work allotted to them have little or no relationship with team goals. 67% of respondents feel **Comfy** and are satisfied that their work is related to the attainment of the team goal and they are also satisfied with performance feedback and pay structure. These employees feel comfortable with their team and with the organization in which they are working.

- **Insolent** respondents, comprising 17% of respondents have a very weak perception about Team Reliance, Team Unity and Inter team Reliance and Unity in improving the efficiency of an individual. These individuals are reluctant to work in teams. 50% of the respondents, who are **Peace Makers**, show moderate to strong perception about Team Reliance, Team Unity and Inter team Reliance and Unity. These are the people who strive hard to create harmony and peace within the team, in spite of several differences. **Aide de camp**, comprising 33% of the respondents consider Team unity stronger than the Team Reliance and Inter team Reliance and Unity in improving individual efficiency.

42% of respondents are **Self Assured** have a strong perception about ‘Swift’ factor making an impact on Team effectiveness. Their self assurance makes them to believe in the quality of their team and its efficiency. 54% of respondents are **Trustworthy** and show a very strong perception about Confidence and ‘Swift’ factors. These employees are highly cohesive. They are loyal and create trust among the team members. 4% of respondents are **Skeptical** and show very
weak perception about ‘Assurance’ and ‘swift’ factor making an impact on Team effectiveness. They are optimistic about the attitude of the employer but they do not have belief in the quality of their team and its efficiency.

- Around 13% of the respondents are considered as Commons. They moderately agree that their jobs are interrelated and they depend on other team members to complete the work allotted to them. They tend to complete the allotted work but may not extend their help to a fellow team member in completing his work. However 75% of the respondents are Team Makers and they strongly presume that their work is interrelated and the team members depend on each other to complete the work. These employees realize the importance of mutualism and shall go out of the way to help a fellow team member. 12% of respondents are considered as Team Breakers. They show a very weak perception about interdependence among team members.

50% of respondents have a very Strong perception about effect of interdependence on team effectiveness. Through interdependence they unify the team members and thereby these Unifiers enhance team effectiveness. 37% of respondents who can be called as fasteners have a moderate perception about effect of interdependence on team effectiveness. Through interdependence they try to create bonding among the team members. 13% of respondents are Egoistic and have a very weak perception about effect of interdependence on team effectiveness. They try to function independently. This shall affect the team effectiveness.

- 30% of employees have a strong perception about team norms in making an impact on Individuals. These Agile employees want to stick together always as a team. They would like to distinguish their team from other teams, not only through their performance, but also through mannerism,
dressing etc. About 45% of the respondents are Argumentative and do not accept unreasonable team rules or norms. Both Agile and Argumentative team members recognize team norms. 25% of respondents have very weak perception about Team norms among team members. These Confrontationists do not recognize team norms as one of the aspects making an impact on an individual. They object introduction of new norms and they aggressively refuse to follow any norms. This might affect the team bonding.

75% of respondents are Indicators having moderate perception about team Norms making an impact on team effectiveness. 4% of respondents are Conservatives having Strong perception about team Norms making an impact on team effectiveness. They believe that the role of team norms on team effectiveness is very high. 21% of respondents are called as Insubordinates as they have very weak perception about team Norms making an impact on team effectiveness. These employees do not accept team norms. They fight back and argue, whenever new norms are introduced or old norms are insisted.

- About 20% of the respondents are Discriminating, though not very choosy, they would like to work in team consisting of team mates with similar qualification, experience, same age etc. 59% of employees are Fussy and the management has to give them the choice of choosing their team mates to extract optimum potential. These employees are highly sensitive about the demographic and cognitive features of fellow team mates. 21% of respondents are Cultivated and if they like the work allotted to them, they will be willing to work with any team irrespective of the demographic and cognitive composition.
8% of respondents are Supportive and irrespective of demographic and cognitive characteristics of team and team size, these people are willing to work to enhance team effectiveness. 67% of respondents are Accommodative having moderate perception about Team size and composition having an impact on effectiveness of a team. 25% of respondents are Finicky are very hard to please. They give more importance to demographic and cognitive characteristics of team and team size.

- 75% of employees expect an ‘accomplished’ leader to lead them. These employees would make a good leader in the future and therefore they are Budding Leaders. About 8% of the respondents show a moderate perception about ‘Situational’ and ‘facilitative’ leadership style. They have a very weak perception about ‘Visionary’ leadership. These Contemporary employees live and work for the present. Whereas 17% are Easy Going employees expect their leader to make available all facilities that will enable the employees to complete their work without any hardship.

33% of respondents are Demonstrative and they expect a leader to be team oriented. 50% of respondents are Committed to their team and they have Strong perception about ‘Accomplishing’ and ‘Prudent’ leader towards team efficiency. 17% of respondents are Aversive and show a very weak perception about ‘Accomplishing’ and ‘Prudent’ leader towards team efficiency.

- 29% of respondents can be easily satisfied by providing a conducive environment. These employees can be called as cozy, because they are more concerned about the warm and friendly atmosphere. 55% of respondents seek technical support, recognition and a comfortable environment. Even if they are not satisfied with any one of the above
factors they seek employment elsewhere. These employees can be called as **Seekers.** This is one of the reasons for high attrition. 16% of respondents are not satisfied about Reward, Recognition and Environment. They cannot be satisfied easily. They can be called as **Fastidious** (hard to Please) employees.

49% of respondents are **Delighted** and are highly satisfied about the nature and quality of training extended to them, provision of infrastructure facility to the work teams, skill set of the team members suitable for the given job, adequacy in feedback, recognition and rewarding procedure and the environment provided for the teams to work and also about the structural, work and reporting system of a team. 21% of respondents are **Despondent** and show a very weak perception about Organizational System and team system making an impact on team effectiveness. These people are quite opposite to the above mentioned employees. 30% of respondents are **Contented** and show Moderate perception about Organizational System and team system making an impact on team effectiveness.

- 63% of respondents are **Ideal** Employees and give more importance to the nature of their job and enriching their knowledge through the job performed by them. They also give a moderate importance for Work Life Balance. 33% of respondents are **Workaholics** and give importance only to the nature of the work allotted to them. 4% of respondents can be referred to as **Weeds** because they show very weak perception nature of their work, Job Enhancement and Work Life balance making an impact on Individuals.

63% of respondents have Strong perception about nature of work and work life balance. These **Sensible** employees are more practical and presume that the nature of job and work life balance of an individual
shall affect the team efficiency. 08% of respondents are Self-centered employees and presume that their career growth enhances team efficiency. They are not bothered about their work life balance and customer satisfaction. 29% of respondents are Frustrated and have very weak perception about, nature of work and work life balance, Customer Satisfaction and Career growth in making an impact on team effectiveness.

- 46% of respondents can be considered as Accomplished because they feel that they have reached their point of destination and have developed a sense of achievement. 33% of respondents are Customer – Naives employees and do not realize that the customer is the king and entire organization is working only for the satisfaction of the customers. 21% of respondents show Strong perception about ‘Efficiency’ and have very weak perception about ‘Rudimentary’ factor in making an impact on individuals. These Proficient employees strongly believe in efficiency.

16% of respondents are Ambassadors and will be at their best when they are interacting with the customer and they are sure to satisfy the customers. 67% of respondents have Strong perception about factors of Job Satisfaction, such as ‘Distinctiveness’ and ‘Team Attitude’. These Principled employees realize that sense of belonging among the team members and ‘distinctiveness’ are the important aspects that give job satisfaction. 17% of respondents have weak perception about factors of Job Satisfaction and Organizational Context. They have very weak perception about team attitude. These Disgruntled employees are not satisfied about almost all the factors of job satisfaction.
• Individuals with Introvert qualities behave immaturely (Toddlers) in a team. This reflects that the team is a composition of individual characteristic features with communicative capabilities.

• Individuals with who are Self-Centered behave obstinately in a team.

• Individuals with Aid-de-Camp qualities will be considered trust worthy in a team.

• Individuals with team breaking qualities will be highly egoistic when they are in a team.

• Individuals who are Argumentative will show an insubordinate behavior when they are in a team.

• Individuals are considered as Cultivated will show Supportive and Accommodative behavior when they are in a team.

• Individuals with budding leadership qualities will show Demonstrative behavior when they are in a team.

• Individuals who are Fastidious will be despondent when they are in a team.

• Individuals who are Workaholic will be considered as Sensible when they are in a team.

• Individuals who are Proficient will be considered as Ambassadors (Successful in dealing with customers) when they are in a team.

6.5 Fifth Objective is to measure the influence of personal and organizational variables over the perception of individual team members on team effectiveness and it is found that,

• Employees aged below 30 years consider that impact of communication factors on individual, is higher, while employees aged above 50 years perceive that impact of communication factors on team effectiveness is higher.
On the contrary, employees aged below 30 years consider that impact of Interdependence factors on Team effectiveness is higher; whereas employees aged between 31 and 40 perceive that impact of Interdependence factors on individual is higher compared to impact on team effectiveness.

Similarly, employees aged below 30 years consider that impact of Leadership factors on Individual is higher; while employees aged between 31 and 40 perceive that impact of Leadership factors on Team effectiveness is higher compared to impact on Individuals.

Employees aged below 30 years consider that impact of Organizational Context on Individual is higher, while employees above 50 perceive that impact of Organizational context factors on Team effectiveness is higher compared to impact on Individuals.

More over employees aged below 30 years consider that impact of Organizational Context on Individual is higher.

While employees above 50 years of age perceive that impact of Job Satisfaction on Team effectiveness is higher compared to impact on Individuals.

Employees with post graduate qualification consider that impact of Team Cohesion on individual is higher, while employees with undergraduate qualification consider that impact of Team Cohesion on team effectiveness is higher.

Likewise, employees with professional qualification consider that impact of Team Size on individual is higher, while employees with undergraduate qualification consider that impact of Team Size on team effectiveness is higher.
> On the other hand, employees with undergraduate qualification consider that impact of Job Satisfaction on Team Effectiveness is higher, while employees with postgraduate qualification consider that impact of Job Satisfaction on individual team members as higher.

> Lastly, when the employees are segmented based on Educational Qualification, there is no significant difference on perception of the employees relating to impact of Leadership, Organisational Context and Job Design on Team Effectiveness. On the other hand, there is no significant difference on perception of the employees relating to impact of Team Norms and Leadership on Individual Team Members.

- Senior level team members perceive the effect of communication on Individual team member to be higher, where as junior level team members perceive the effect of communication on team effectiveness to be higher.

> Likewise, senior level team members perceive the effect of Team size on Individual team member to be higher; on the other hand, team leaders consider the effect of Team size on team effectiveness to be higher.

> The team leaders consider the effect of leadership is higher on individual team members, where as junior level team members perceive the effect of Leadership on team effectiveness to be higher rather than on individuals.

> Finally, when the employees are segmented based on Designation, there is no significant difference on perception of the employees
relating to impact of, Organizational Context on Individual Team members.

- Employees belonging to ITeS sector perceive the impact of communication and team size to be higher on individuals whereas, while employees belonging to IT industry consider impact of team size to be higher on team effectiveness.

- When the employees are segmented based on salary, there is no significant difference on perception of the employees relating to impact of Organisational context and Job Design on Individuals and they differ significantly about impact of Leadership on Individuals.

  ➢ However their presumptions significantly differ on impact of Job Design and Organisational context on team effectiveness and no significant difference is observed on impact of Leadership on team effectiveness.

- Employees with less than 5 years experience perceive team cohesion, team Norms, team size and job satisfaction to make a higher impact on individuals, whereas employees with 5 to 10 years experience observe that the effect of team cohesion, team Norms and Job Satisfaction are more on team effectiveness rather than on individuals.

  ➢ There is no significant difference on perception of the employees relating to impact of Leadership and Organizational context on Individuals.

  ➢ Their presumptions significantly differ on evaluating the impact of Leadership and Organizational context on team effectiveness.

- Male employees consider Team Cohesion and team size as less effective. Perception of male employees relating to influence of Organizational context and Job satisfaction is higher when compared to perception of female employees.
6.6 OBJECTIVE 6 is to construct an empirical model to determine the Team Characteristics those contribute to Team Effectiveness in IT and ITeS sectors. From the model one can perceive,

Communication, Team Cohesion and Trust, Interdependence, Team size and Composition, Leadership style and Organizational Context create a deep impact over the individual employees.

The employees perceive that Team Norms and Job Satisfaction have deep inroad over the effective team functioning in their work environment. This implies that the Team Norms play an important role in accomplishing the assignments by a team. The individual satisfaction is derived out of their team achievement and its satisfaction. Employees with higher job satisfaction typically believe that their organization will be satisfying in the long run. They will be committed to the organization and will be more productive in IT and ITeS sector.

In another block the equality in impact is found in goal setting and work design. The analog is realized empirically that the goal setting and achieving process, entirely lean upon the work design specified by the team in IT and ITeS work teams. So their impacts are abundantly found on the team formed in the work environment.

6.7 SUGGESTIONS

For the organization to remain competitive, it is not only necessary to ensure effectiveness in team. It is essential to take measures to retain the effectiveness in team. It is also necessary to retain the team as such for future projects.

✓ IT and ITeS organizations have to design their team building activity in such a way that an individual, believe in the ability of the team members, have faith in their capability and skill and develop a trust in them and in the organization as whole. Such an attitude will make an employee an effective team member.
✓ An individual may be allowed to work in the place where his/her family is located. If possible, flexi work time schedules can be allowed for women employees to cope up the demands of motherhood and family responsibilities. Work life and personal life strongly influence each other and make an impact on the efficiency of a team member.

✓ IT and ITeS organizations are to concentrate in improving Team Norms, Organisational Contexts (such as training, timely feedback, reward and recognition) and Job satisfaction among team members to enhance team effectiveness.

✓ The individuals are to be trained in such a way that they are adaptable to the size and mix of their team

✓ IT/ITeS team members, while evaluating impact on team effectiveness, negatively correlate Team Cohesion and Trust with Interdependence. It is because if on the job interdependence increases, the interaction among the members increases. Frequent interaction in High Technology environment leads to conflict. Again moderate conflict is good for team effectiveness, because it brings new ideas and better performance. If the organizational environment is conducive, negatively correlated team cohesiveness shall enhance team performance. However conflicts among team members result in job dissatisfaction, which in turn affects individual performance.

The management instead of trying to remove and avoid conflict among the team members shall provide an environment where conflicts can be manipulated fruitfully to achieve desired results.

✓ In this study the negative correlation of leadership style with Job satisfaction may be due to production oriented leadership style in IT/ITeS sector. An employee, who is dissatisfied, can cause irreparable
damage to the organization. Therefore the leaders are to be trained in such a way that the leaders adopt Situational, Visionary, Accomplishing and Facilitative Leadership styles.

✓ The nature of work, work environment and skill enhancement trainings extended by the employers do not give job satisfaction to these employees. Therefore IT/ITeS organization should immediately think about redesigning of work appropriately, to enhance Job satisfaction.

✓ There is no open communication between the management and the employees about the issues relating to their nature of job, performance appraisal, reward and recognition etc. The negative correlation may be due to the hesitation on the side of management to have a two way open communication with employees. The IT/ITeS should consider this issue seriously and open all channels of communication to create a positive relationship and create job satisfaction.

✓ Around 25% of the respondents are to be trained in communication skill, so that they do not affect the smooth flow of work within a team and cohesion among team members. Approximately 1/3rd of the employees do not realize the importance of inter team communication. Proper training and encouragement from management side is needed to persuade inter team communication.

✓ Respondents who give no importance to team goals and team cohesion are to be identified and educated. If not such employees cannot be placed in teams. They may be allotted work which demand individual effort and not team effort.

✓ Majority of the respondents give importance to Reward and Recognition, Technical support given and a team Environment making an impact on individuals. They look for technical support, recognition and a comfortable environment. Even if they are not satisfied with any one of the above factors they seek employment elsewhere. This is the
reason for high attrition. Organizations should concentrate on these issues to reduce attrition.

✓ Employees who are not satisfied with work life balance are also presuming that their team is not giving satisfaction to customers are to be identified by the management. These employees are highly frustrated. They need psychological assistance to become optimistic.

✓ On the other hand, most of the employees feel fully accomplished and feel satisfied about all the aspects of their job. Since these employees are not self motivated anymore, the management should take steps to motivate them, so that their optimum capacity can be utilized.

✓ In some IT environments, the staff believes separation from the business and users is an advantage. They find the "interference" from users slows their progress. The organizations may consider this issue work out a balance where user inference is making a negative impact.

✓ As the team size increases, virtual distance between the team members increases. Face – to – face communication is reduced, frequent interaction is reduced. Thereby Interdependence is affected. This shall affect the team effectiveness. The management in IT/ITeS are to concentrate in this area to bring out a positive correlation between team size and interdependence, to improve team effectiveness. If the team size is too large and distributed, managers can reduce the overall team size or break it into sub teams. If some team members are overburdened by multitasking, managers can redistribute workloads.

✓ IT and ITeS organizations, at the time of recruitment, applicants with Introvert, Self centered, egoistic, Argumentative, fastidious qualities are to be identified. Depending upon the situation, these applicants
may be either avoided or placed in a team only after putting them into suitable team working training.

✓ To have Trustworthy, Supportive, Sensible and Demonstrative team members, the IT and ITeS organizations have to recruit individuals with Accomplished, Cultivated, Aide – de-Camp, budding leadership qualities.

✓ IT and ITeS organizations are to make the perception of team leader and team members to synchronies so that team effectiveness is improved and retained.

✓ Since the perception about the team characteristics differ significantly based on the age group, while involving employees in team building activities, the activities are to be designed to suit each age group individually.

✓ IT and ITeS organizations are to ensure that an individual is highly satisfied with his goal and work design. It shall enhance team effectiveness.

✓ IT and ITeS organisation are to ensure that their employees feel distinct and content and develop a positive attitude towards his job.

**6.8 SCOPE FOR FURTHER RESEARCH**

This study focuses only IT and ITeS industry. A comparative study between two industries may be conducted. This study is confined to Chennai city. The same study may be conducted in other cities also. The effect of Team effectiveness on productivity may also be studied. An exclusive study may be conducted on virtual teams. The suitability of the empirical model developed in this research may be studied on other industries.
6.9 CONCLUSION

This research has tried to study the impact of various team characteristics on individuals and team effectiveness. This study helps to promote critical management of work teams in IT and ITeS sectors.

The team characteristics have deep impact over the team members and create an impact on the team effectiveness.

The research unraveled that communication, individual and team goals play a vital role in realizing the team effectiveness. The effectiveness of a team is determined through interdependence and specification of team norms.

The interdependency and interrelationship among the team members as well as the teams are dynamically implemented by effective leadership style influenced by situational factors, visionary factors and facilitative approach. Work design and Job Satisfaction are prominent in measuring the impact of team characteristics on the effectiveness teams. The perception of the employees concluded that the measure of impact of team characteristic on individuals and on teams differ significantly. The optimistic management of team work liens upon, team cohesion and Trust, Individual and Team Goals and Organizational Context in promoting the efficiency.