

CHAPTER-II

METHODOLOGICAL ISSUES

If only tool you have is a Hammer, then you tend to see every problem as a nail

-Abraham Maslow

2.1 Introduction

Research embraces four interdependent elements:

- (a) The phenomena with which the problem under consideration is concerned.
- (b) The theories that relate to the phenomena.
- (c) The methods of data collection.
- (d) The statistical procedures for data analysis.

Having identified these components of research, Magnusson (1992)¹¹ asserts that the theory, the methods and the statistical procedures must all be based on systematic descriptions of the phenomena per se. Our first chapter described the phenomenon of OD and further team building as an intervention technique of OD; the second chapter on the other hand carries out a review of the historical aspects including the review of the existing literature in the field of team building. The third chapter aims to bring out an understanding of group and team dynamics. The Objectives of the Study are covered next so as to remain focused on the study and to bring out certain facts and rationale for stating of the hypothesis. Now we turn to addressing the fifth element, the methods. In this chapter, I shall first give a brief description of the framework adopted for the study and then go on to discuss the research design, instruments, variables & measures, the sample and methods of data summarisation and analysis.

2.2 Conceptual Framework

The purpose of the present study, is to first establish the importance of teams in the present day environment in modern Indian organisations and then to bring out certain unique and interesting organisational, structural and behavioural issues of team development. Subsequently there would also be a requirement to develop peak performance teams for world class results in Indian organisations. As discussed in our review of literature, the theory of Team Building deals exclusively with the domain of our interest.

2.2.1 Research Design

Issues related to Team Building could be studied in a variety of ways. They can, for example, be studied by experimentation or by survey methods. In-depth case studies and case clustering methods would be useful, too. Ethnographic techniques could be employed for eliciting interpersonal behaviour dynamics in groups. The final choice of a particular research design, however, is dependent on the purpose one wants to pursue. Given the objectives of the present study, ethnographic and experimental approaches are unnecessary and even inappropriate. In our pursuit to map the existing interpersonal needs of teams Indian organisations would need to cover a large sample of subjects and compare/classify the profiles of sub-groups within the sample. Use of complexity-reduction statistical techniques could then provide us with a snapshot picture of what is out there at present. Hence, for the

¹¹ Magnusson, David (1992). Back to the phenomena: Theory, methods, and statistics in psychological research. *European Journal of Personality*, 6 (1), 1-14. Abstracted in *Sociological Abstracts*, June 1993, # 93z7022, p.684.

purposes of the present study, it was decided to adopt a cross-sectional, exploratory-integrative research design.

2.2.2 Research Instrument and Data Collection

While discussing the various sources of data, Leary (1957)¹² proposed that data on interpersonal dimensions could be obtained at three levels: public, conscious, and private. According to his definitions, objective ratings of behaviour would be at the public level; subjective ratings or self-reports would be at the conscious level; dream contents and responses to projective tests would be at the private level. Leary also suggested an I-would-like-to-be, or the ideal, level at which meaningful data could be obtained, but, according to Birtchnell's review (1990)¹³, "this has been largely neglected by subsequent theorists and researchers".

2.2.3 The Procedure

The major source of data for the present study was at the conscious level: self-reports done in an atmosphere of trust and confidentiality.

2.3 Collection of Data

While questionnaire method was to be the main source of data, some other sources were also utilised for collection of data. Following were the additional sources of data:

- (a) Direct interview with the people concerned with the dispute resolution process.
- (b) Content analysis of studies carried in the use of teams.
- (c) Available published records/ literature.

The methods used for collection of data from each of these sources are stated below:

2.3.1 Direct Interview

Direct personal interviews with the target population is a good way of collecting data due to its being more flexible, faster, and more interactive. However due to various factors such as being more expensive, time consuming and induction of bias of the interviewer creeping into the interview it was not treated as the source of primary data collection tool. However for designing of the testing tool and for seeking clarification on doubts and dichotomous issues extensive interviews were resorted to.

¹² Leary, T., Freedman, M.B., Ossorio, A.G., and Coffey, H.S. The interpersonal dimension of personality. *Journal of Personality*. 1990, 143-161.

¹³ Birtchnell J., *How Humans Relate A New Interpersonal Theory*, Praeger Publishers. Westport, Conn. 1993.

2.3.2 Content Analysis of cases

Extensive efforts were made to collect information on cases of improvement of organisational effectiveness with the help of teams. However due to initial difficulties in tracing data and its limited availability of the same, cases were not limited to Indian organisation and data available from abroad was also utilised. For study of Indian cases studies by Arvindam¹⁴ were resorted to. In addition to this, studies by Richard and William¹⁵ were utilised as a base for formulating some basic theories on the use of teams and their effectiveness in the organisation.

2.3.3 Published Sources.

The information for the study was also collected from various published sources. Company rules, books, journals and various publications in the field of teambuilding, published and unpublished works of academics in the field were also valuable source of information.

2.4 Research methodology

2.4.1 Developing a survey.

Katzenbach and Smith¹⁶ provide a thorough examination of factors which appear to be associated with effective teambuilding. However, as they point out: "Many people simply do not apply what they already know about teams in any disciplined way, and thereby miss the team performance potential before them". The development of the questionnaire for this survey was influenced by this comment. Based on the initial study, a questionnaire was designed to capture team members' views on the extent to which their team exhibited behaviours typically associated with effective performance. Question categories included:

- (a) Types of teams.
- (b) Stages of Team Building
- (c) Characteristics & Limitations of Teams
- (d) Team Leadership
- (e) Failure of Teams
- (f) External intervention/intervention techniques
- (g) Team Compensation
- (h) Performance Appraisal
- (i) Resistance in team.
- (j) Creating productive teams
- (k) Team training
- (l) Team structure
- (m) Creation of a team
- (n) Team opportunities
- (o) Teams at the top

¹⁴ Arvindam P., Team Engineering and World Class Management, India: Capital publishing, 1997.

¹⁵ Wellins R.S., and Byham W.C., Inside Teams. How 20 World class Organisations are winning through team work, San Francisco: Jossey-Bass Publishers, 1994.

¹⁶ Katzenbach, J.R. and Smith, D.K., The Wisdom of Teams, Harvard Business School Press, Boston, MA, 1993

- (p) Team accountability
- (q) Promotion of teams
- (r) Hierarchy and teams

2.4.2 Questionnaire as a method of survey research.

The choice of mode of collecting data involves many factors. The projection of results expected is speculative, because in one sense every sample and the conditions surrounding it are unique. Even changes in world events during administration can make a difference.¹⁷ Of the three most popular methods, viz, the mail questionnaire, telephone survey and the personal survey, the mail questionnaire is regarded as an impersonal survey method and most economical. Hence this was the primary method which was used for data collection. Keeping time constraint in mind the method were slightly modified in the sense that instead of mailing the questionnaire to the respondents, it was distributed personally either to the respondents or the HRD department of the participating organisation and then collected back thereafter. This exercise has achieved two main objectives:

- (a) Saved time for collection of the response.
- (b) Resulted in a higher response rate.

The system was found to have the following advantage which favoured its use:

- (a) **Low-cost**: It is cheaper than personal interviewing. It does not require it trained staff of interviewers. The processing and analysis are usually also simpler and cheaper than those of the personal interview. Further for a population widely spread geographically as is the case of this survey, this method suits the most. In the present study, only those organisations located in south, western and north India were covered to generate the Sample. However the aim has been to cover a wide spectrum of industries in the survey.
- (b) **Reduction in biasing error**: The second major advantage of the questionnaire method is that it reduces biasing errors that might result in the personal characteristics of interviewers and from variability in their skills. There are many possibilities of bias in a personal interview situation that may arise because of the nature of the personal interaction between the interviewer and the respondent. This can be completely avoided with a questionnaire.
- (c) **Greater anonymity**: The third advantage, greater anonymity, is also associated with the absence of an interviewer. Teambuilding and organizational behaviour is a sensitive issue that people generally avoid discussing it specially if the researcher is has the permission of the organisation. This aspect was taking care of by using the questioner method.
- (d) **Considered answers and consultations**: Questionnaires are also preferable when questionnaire demands a considered (rather than an

¹⁷ Miller Delbert. C. Handbook of Research Design and Social Measurement 5th ed. Sage Publications. London. 1991. pp167-168.

immediate) answer of if the answer requires consultations of views of other people.

(e) The main disadvantage of the questionnaire, that of low response rate has been taken care of by distributing the questionnaire personally to the respondent and collecting them back thereafter. If this was not possible the HR branch was handed the questionnaire for onward handing over to the respondents. Also the human resources departments of the participating organisations were actively involved to elicit maximum participation in the study.

(f) In this method as most of the questionnaires were distributed personally, the doubts which were raised by the respondents were personally clarified on the spot.

In addition to the questionnaire method, the interviewing method was also proposed to be used to clarify any doubt or even to amplify certain controversial replies in section II B, which consisted of an open ended questionnaire.

2.5 Questionnaire design

2.5.1 Conceptual stage

Detailed study of the current practices, teambuilding efforts, or the lack of it, organisation behaviour and interpersonal relationship in groups as well as a thorough study of existing cases of OD intervention in Indian organisations has helped in understanding the present system as it exists. This has helped in laying down questions, about team building which in the later stages took the shape of the final questionnaire. Literature survey has brought out salient aspects of the teambuilding efforts and the stumbling blocks world over. With this as the background, the questionnaire was designed covering all aspects of the study.

2.5.2 Selection and Construction of Social Scale.

Scaling techniques play an important role in the construction of instruments for collecting standardised, measurable data. Scales and indices are significant because they provide quantitative measures that are amenable to greater precision, statistical manipulations and explicit interpretations. Therefore before selecting a scale or constructing one, a careful survey of the literature was made to ascertain if an appropriate instrument was available to measure the variables in the study.

Based on the study of the existing literature, and in order to achieve the objective of the study, the data collection tool was designed, which had to draw the opinion of a large number of respondents in various aspects of the study. It was designed in two parts (a copy is attached as appendix A).

The first part of the questionnaire evaluates the existence of teams within the organisation and its effectiveness as an OD tool within the organisation. This section also seeks to explore what the team accomplished and whether goals were better achieved when teams were extensively employed. In this part there were a total of 18 parts with a total of 83 statements. In this section, the Likert's five point scale

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was used to judge the satisfaction level ranging from strongly agree to strongly disagree, all questions being close ended. The second part consists of ten statements which have significant relevance to the existence and utilisation of teambuilding in the organisation. Here the respondents were asked to give their opinions whether they agree (by selecting 'Yes') or disagree (by selecting 'No') with the statements. This part will help in finding out various factors with their criticality towards effectiveness of teambuilding.

In the part II B, the respondents were requested to come out with their views on various facets of teambuilding, and problem areas, which are persistent problems and are roadblocks to the success of teams as perceived by them. They could also suggest ways to improve effectiveness of teams within the organisation if they wished to do so. Sufficient place was provided for them to elicit their views.

The questionnaire survey was proposed to collect empirical data about the research variables, and hypotheses were to be statistically tested. Respondents were to be randomly drawn from the user population. The respondents at higher level, middle level and junior managerial levels were included. Input from the user with more than five years of experience was considered for analysis. The responses from inexperienced and novice users were removed from the pool of usable responses. Of the 410 potential participants, 256 provided usable response, giving a response rate of 62.43%. This marginal response rate was achieved inspite of personal intervention by higher managerial staff who were approached and involved from the beginning of the survey. This response rate was accepted as against non-response bias for a blind mailing (Belohlar and Fiedler). Table 2.1 shows Industry wise participation vis-à-vis the planned response rate.

Table 2.1 : Sector wise participation in the Survey.

Sector	No of Industries	No of Questionnaires sent	No of Valid Questionnaires received
Public Sector	12	120	79
Private Sector	14	140	90
Armed Forces	03	150	87
Total	29	410	256

2.5.3 Questionnaire Development

No existing testing tool was available for the conduct of study, hence a questionnaire was planned to be developed for the survey. For the initial designing of the questionnaire, seven vice presidents of human resources and two managing directors of public/private sector companies were interviewed in-depth on the subject of teambuilding. The questionnaire was thereafter developed on the basis of

the key concerns that emerged from these discussions, as well as based on the questions which were raised.

A pilot survey was carried out using the questionnaire which was developed. Based on the response, certain shortcomings and bias/errors were noticed in the questionnaire. The questionnaire was thereafter modified or amended as per requirement before its final dispatch.

Initial responses were kept confidential in order to encourage openness and maximum disclosure; therefore analysis based on the classification of the individual organisations is not given. To diminish the skewness on data from the same geographical region and to get views from a widely scattered user population, the survey was conducted in five major cities in India viz., New Delhi, Bangalore, Coimbatore, Pune and Hyderabad.

2.6 Data Collection

The collection of data is the crucial operation in the execution of a good research design. The quality of research rests upon the quality of the data. It is therefore very important that before planning the data collection means, the right methodology be selected based on the research problem.

The data has been collected both from primary source and secondary source. It has been collected from the managers at all the levels of the organisation, i.e., supervisors and managers to ascertain their views on team building and related issues. The methods used were questionnaire method and non-structured personnel interview as and when felt necessary.

Given the purpose of the study, namely, to explore and map the existence of teams and team building in Indian organisations, simple random samples of the three groups were considered adequate. Stratification has been made with an effort to include manpower intensive industries from all spheres of activities viz., service, production, marketing, IT etc.

A study was carried out of the existing research work, which indicated a severe limitation in the term of response received from respondents by the mailing method which varied between 21 per cent¹⁸ and 40 per cent¹⁹. The target organisations were personally visited and assistance was sought for active participation in the survey. This was done by convincing the HRD managers/Vice presidents HR/Corporate Services, of the importance of the study. Initially only seven of the 29 organisations agreed to participate in survey. On repeated requests/visits and on including additional organisations, a total of 29(including the three Armed Forces) organisations participated in the study. In order to have a higher response rate vis-à-vis the existing mail questionnaire responses, the 410 questionnaire were not sent to the respondents directly by mail, but were either

¹⁸ Measurement of Info Enabled systems for Organisational flexibility. Journal of services Research, Vol3 No.2. pp81-103.

¹⁹ Building Corporate Transformation: New HR Agenda, Vision, July-Dec 2003, pp1-23

distributed physically or mailed to the head of the HR department of the participating organisations.

2.7. The Sample Frame

Any sample selection procedure will give some individuals a chance to be included in the sample while excluding others. Those people who have a chance of being included among those selected constitute the sample frame. The first step in evaluating the quality of sample is to define the sample size.

2.7.1 Deciding on the Size of Sample:

When the sample size was being decided, the question that first emerged was 'How big a sample did the researcher need?' While the random sampling technique was thought to be adequate as a technique for sampling, the formula that was used to decide upon the sample size is as follows²⁰:-

$$n = \frac{P(100-P)}{E^2}$$

Where n is the sample size required, P is the percentage occurrence of the state or condition, and E is the maximum error required. Considering an acceptable standard error of 5% and based on the pilot study which conveys the percentage occurrence of affirmative of 51 % (just above half) of the respondents then using the above formula we could calculate the sample size as follows:

$$n = \frac{51(100-51)}{5^2} = 99.6$$

This figure would give us the minimum sample required to provide 95% accuracy for that one question. With the questionnaire containing 83 questions the calculation would need to be carried out as many numbers of times to get the correct feel for the range of samples size indicated. However a quick rule of thumb as described by Mark-Smith has been used. This formula is as follows:

$$n = \frac{2500}{E^2} \text{ or } \frac{2500}{5^2} = 100$$

However the planned sample of 410 target respondents, even a low response of 50% would result in 205 responses which would be well beyond the critical figure of a minimum of 100 respondents.

The sample for the managerial group was randomly drawn from 12 governmental organisations and 14 from private sector. In addition the three armed forces, viz., Army, Navy and Air Force were also included. With, ten managers at random from each organisation, the managerial sample size were 410 composed of deputy managers, departmental heads and managing Directors. As far as possible,

²⁰ Mark, E Smith, Thorpr and Lowe Andy. Management Research: An Introduction. Sage Publications. New York. 1999. pp123-126.

the subjects were contacted in their own organisation during the working hours or during the recess in the premises of the organisations where they worked for filling of questionnaire, as well as for the conduct of the unstructured interviews. The break-up of sample, organisation wise is given as under:

Table 2.2: Profile of Participating Public Sector Units

Sl No	Unit	Age of unit (yrs)	Profit/Loss (Rs Crores)	Gross Turn Over(Rs Crores)	Net Worth (Rs Crores)	No of Employees	Product
1	MMTC	36	92.30	8115.80	1388.16	3096	Composite
2	SAIL	21	-1574	14624.07	8489.00	166147	Steel
3	BEL	45	102.34	1261.30	350.80	4000	Electronics
4	AIR INDIA	06	-296.94	3817.81	5951.46	3500	Aviation
5	IISCO	82	7.39	708.75	366.29	339333	Steel
6	BPCL	46	170.07	10177	951.04	13781	Petroleum
7	UCI	32	1.46	40.29	198.60	3898	Power
8	BHEL	35	36.9	3153.60	83.68	73664	Power Gene Eqpt
9	NMDCL	41	175.01	510.50	717.08	6783	Minerals
10	CWC	37	60.98	209.30	1360.00	9085	Ware housing
11	C-DAC	8	27	21	33	8945	IT Education
12	BHEL	51	947	1700	2255	24000	Power Eqpt

Table 2.3: Profile of Participating Private Sector Units

Sl No	Unit	Age of unit (yrs)	Profit/Loss (Rs Crores)	Gross Turn Over(Rs Crores)	Net Worth (Rs Crores)	No of Employees	Product
1	ACC	63	96.57	1562.90	481	9337	Cement
2	BOMBAY DYEING	119	36.03	591.98	194.94	3654	Textiles
3	TISCO	92	127.12	3500.12	742.14	15540	Steel
4	CEAT	41	14.32	1149.00	421.00	6133	Tyres
5	TATA POWER	80	26.48	866.60	59.08	2739	Power
6	IND DYE STUFF	45	8.20	356.20	172.94	48989	Dyes
7	MUKUND	61	35.15	901.09	345.31	8534	Steel
8	L & T	53	118.83	2202.01	1500.04	22895	Composite
9	IND HOTELS LTD	98	137.96	623.91	812.80	2724	Services
10	SPIC	29	78.96	2133.17	602.83	9659	Petroleum
11	CTSL(IND OPS)	11	344	1733	2055	4595	IT SOLUTIONS
12	ALFA LAVAL	44	124	822	1344	1050	POWER EQPT
13	INFOSYS	19	955	1441	1553	11500	IT SOLUTIONS
14	BHARAT FORGE	37	485	889	1121	1700	BEARINGS

Table 2.4 : Profile of Armed Forces

Sl No	Unit	Age of unit (yrs)	Profit/Loss (Rs Crores)	Gross Turn Over (Rs Crores)	Net Worth (Rs Crores)	No of Employees	Product
1	ARMY	250	NIL	--	N/A	11,23,650	NATIONAL SECURITY
2	NAVY	150	NIL	--	N/A	1,10,450	-, -
3	IAF	75	NIL	--	N/A	75,550	-, -

2.8 Sample design

2.8.1 Sampling technique

Since the population from which the sample is to be drawn does not constitute a homogeneous group, stratified sampling technique has been applied to obtain a representative sample. This technique suits the study, as in this technique, the population is stratified into a number of non-overlapping sub-populations or strata and sample items are selected from each stratum. The population (managers at lower level to senior managers) was divided into three categories on the basis of hierarchy existing in the Sample organisations. The selection of respondents was done on a random basis but stratified as per the three categories. This was done so that the views obtained could be considered as representing at least three hierarchy levels in the organisation.

2.8.2 Sample size

A Sample size of the 410 serving managers at the three hierarchy levels, ranging from lower to top management, was considered statistically adequate for making accurate statements about the population considering even a low response rate of 50%. Based on the actual strength of managers at various levels and different departments, the stratified sample distribution was made. The same is shown in table 2.5.

Table 2.5: Planned sample distribution.

S No.	Sector	Planned Respondents
1	Public Sector	120
2	Private Sector	140
3	Armed Forces	150

The criteria for selection of above mentioned organisations were:

- (a) Willingness of the organisation to help in the conduct of survey
- (b) Wide coverage to represent all aspects of Indian organisation.

(c) Availability of sufficient number of employees for the conduct of survey

(d) Accessibility to the organisation and its HRD policies.

Here, all the managers, whether from operations, technical, or HRD etc., have been clubbed into one category regardless of their specialisation. This has been done to make the analysis easier without compromising on the quality of survey.

2.8.3 Categorisation of Sample

The right way to evaluate a sample is not by the results obtained or the characteristics of the sample but by examining the process by which it was selected.²¹ Total Sample has been categorised into three sub-units in order to carry out the proper analysis. This is based on the respondents' position in the organisation based on his managerial responsibility in the hierarchy of the organisation. The same is depicted in Table 2.6.

Table 2.6: Categorisation of Sample based on Managerial Responsibility

S No.	Managerial Level	Category
1	Higher Level Management	CAT-I
2	Middle Level Management	CAT-II
3	Junior Level Management	CAT-III

2.9 Personal profile

Sample consists of roughly 57.50% professionals with an experience of 16 yrs and above. This is followed by those with 11-15 years of work experience(28.75%) and finally those with 5-10 yrs (13.75%). 58.72% belong to the top management group, followed by 35.39% middle level and 5.89% to the junior level. Almost half of the Sample (46.34%) are post graduate in arts or sciences, followed by roughly one third (30.37%) MBAs with engineers and 23.29% being graduates.

2.10 Administration of survey

2.10.1 Pilot study

The designed questionnaire was then taken to field to carry out the pilot study. The survey instrument was pilot tested to ensure its content validity with 50 professionals from organisations in and around Coimbatore (Tamil Nadu). Every three weeks from initial mailing, reminders were sent. Some respondents were

²¹ Fowler F.J.Jr, Survey Research Methods, sage publications, Sage Publications, London. 2002. pp10-11.

contacted in person for this purpose, while others were contacted over landline (telephone). Based on their answering pattern and some useful discussion, suggestions were incorporated and subsequently some of the items/questions were rephrased. The modified questionnaire was the one which was widely used as a data collection tool.

2.10.2 Pilot testing

Out of a total of 50 questionnaires only 35 valid responses were received which were complete in all respects. The questionnaire items and instructions were tested with 35 responses received. Consequently, some items in the questionnaire were re-phrased and more technical words were removed; duplicate and controversial questions which were left unanswered by the respondents were also deleted.

2.11 Validation Scheme

Validation scheme included validation of structure, behaviour and policy implications. The structure validation is testing for objectives; behaviours (results) generated by the study and policy implications are for the recommendations made by the study. The questionnaire items were validated through field experts at the level of the HRD managers, VP/President HRD.

To ensure more confidence in the data analysis and results; incomplete or the once with most extreme cases of data values were omitted from analysis. The Hypotheses were validated with Chi-Square test with a 0.05 level of significance. In addition, ANOVA test was also been utilized for checking inter group variance both in sector wise distribution and in managerial level distribution. Team intervention aspects and recommendations suggested by the study were validated with field experts.

2.12 Processing and statistical analysis.

The data collected, both from primary and secondary sources was arranged in logical order and processed manually. The collected data has been statistically analysed using, besides the method of percentage, comparison, summary statistics such as averages, mean, median, mode, standard deviation, ranking based on overall scores and comparison of the mean score based on the scoring scale depending upon the desirability of different dimensions studied.

2.12.1 Technique of Analysis. A variety of instruments were used to measure the various factors of team building in the Indian Industry. The following analysis techniques were utilised:

- (a) For measuring satisfaction of group members, a Likert-type interval scale was used. A five point scale formats ranging from strongly disagree to strongly agree was utilised for each item to measure team building related factors. The interval scale was used for its obvious simplicity and easy

representability. The measure of managerial success was on a nominal scale.

(b) Mean and SD score on all factors of team building has been analysed.

(c) The SPSS package (Version 11) has been utilised for data analysis and to test the hypothesis.

Since the study mainly focuses on the attitude analysis, the need was felt to quantify the data which was otherwise qualitative in nature. In the present study, summated rating scoring scale by Rensis Likert (popularly known as Likert type technique)²² was applied. In such a scale respondent was asked to respond to each item on a particular issue under study in terms of several degrees of agreement or disagreement, for example

1= Strongly Disagree

2= Disagree

3=Undecided

4= Agree

5= Strongly Agree

The responses to various items were scored in such a way that a response indicative of the most favorable attitude was given highest score and vice versa (5=high; 1=Low). The technique of choice scoring has been used to assist order of preference, or in other words, the degree of popularity of particular variable. If the respondents ranked a certain specimen as number one, at the top five given specimens, he evidently preferred it to the other four and so on. In such cases weight of five to the first, four to the second, three to the third, two to the fourth and one to the fifth has been given on a five point continuum. Similarly, the other scoring scale of Yes/No has been applied as per requirement.

In order to ensure that the respondents get sufficient time to go through the questionnaire, they were not asked to fill the questionnaires on the spot. Based on the instructions passed onto the HR staff, in most of the cases they were provided with sufficient time (two to three days) for filling up of the questionnaire in their free time. A few of the respondents objected to filling up of this questionnaire, due to apprehensions/fear of reprisal. The individuals were not forced to reply and were permitted to withdraw from the survey. This was to ensure that the exercise was taken up by the respondents on a purely voluntary basis. A Total of 410 questionnaires which were distributed and at the end of the survey a total of 256 questionnaire were returned. Thus, response rate works out to 62.4 per cent. The category wise break up is given in table 2.7.

²² Likert Rensis, *New Patterns of Management*, McGraw-Hill Nook Company Inc., London. pp 26-43.

Table 2.7: General Characteristics of the Sample

Sector	No of Industries	No of Questionnaires sent	No of Responses	Response rate (%)
Public Sector	12	120	79	65.8
Private Sector	14	140	90	64.3
Armed Forces	03	150	87	58.0
Total	29	410	256	62.4

2.13 Problems Faced During the Field Work

Due to the lower academic background as well as lack of knowledge about the organisational policies and rules related to teambuilding, some of the respondents at the lower end of the management were not able to respond to questions accurately. Some of the respondents expressed apprehension of official reprisal on answering questions related to higher managerial functioning, they were also unsure of the chain of submission of questionnaires which resulted in their not answering the questions related to top managements involvement in teambuilding effort within the organisation. While most of them were appraised of the confidentiality and the answers obtained, others had to be rejected due to the impracticality of contacting them and also due to time frame limitations.

Most of the organisations which were approached were initially very reluctant to participate in the study quoting the company policy or time constraints. Some governmental organisations also quoted organizational confidentiality and declined to participate in the study. Some of the respondents on the management side were not cooperative with the investigator. They were not very well conversant with the happenings within the organisation. They had to be approached after intervention by the higher management. Some gave misleading information and even hesitated to talk freely to the investigator for the fear of being caught disclosing company's weakness to the investigator. While there were others who declined to participate quoting that they were busy with their duty and could not afford time for interviews and filling up of questionnaire.

While most of the respondents did cooperate when instructed to do so by the organisation, others were dropped from the survey so that the same could be progressed within the specified timeframe.

2.14 Plan of Study

The study is divided into seven chapters. The first chapter covers an overview of the study. It delves into the origins of Organisation Development in general and also its roots in India. Next it seeks to map the spread of OD to India. It

also explores to define the meaning of team and discusses the use of teambuilding as an OD technique and its growth the world over in general and in India in particular. This Chapter also describes the specific objectives of the study, covering the scope of the study and will also define the statement of problem. In addition to this it will state the research questions and the various hypotheses which are proposed to be tested.

In the second chapter, methodological issues are discussed. The chapter begins by discussing the significance of the present study. It also describes the research methodology appropriate for addressing the research questions framed for the study. It also discusses steps adopted for designing the questionnaire which was finally used as a tool for collection of data. Some important issues concerned with the sample design and data collection have also discussed in this chapter. Method of data collection is also presented in this chapter. Problems faced during the field work and limitations of the study have also been brought out here.

The third chapter endeavours to carryout a review of the existing literature by carrying out a review of early teambuilding efforts. A review of the existing literature and the studies already carried out in the field of teambuilding are also discussed in this chapter. In addition, a review is also carried out of some of the important aspects, which fall under the purview of the study, such as classifications of teams, team performance, the various stages of development of teams, characteristics, limitations, team leadership, conflict, team resolution, team failure, team compensation and team performance appraisal.

In the fourth chapter an effort has been made to understand group and team dynamics. Here it has been clearly brought out that forming of a group does not make a team. This chapter also discusses the teambuilding with an Indian perspective including factors of good followership.

Chapter five discusses various statistical techniques adopted for analysis of the data. Here, a brief discussion on the codification procedure adopted for the questionnaire and responses received have also been made. Detailed analysis of the research questions have also been covered in this chapter.

The next chapter i.e., chapter six consists of the results and discussions based on the analysis carried out in the sixth chapter. The inferences drawn and interpretation from these findings is also carried out based on the research objectives and the hypotheses which were framed in the second chapter.

The concluding chapter carries out a brief recapitulation of major findings and discusses the various conclusions drawn from the study. It also brings out some major limitations of the study and suggests the scope for future research work.