

# CHAPTER-V

## DATA ANALYSIS

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*"It takes two wings to make a bird fly"*

*-Jesse Jackson. Civil Rights Leader*

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## 5.0 Introduction

Once the raw data was compiled, the next step was data analysis. The statistical package which was found most useful for analysis of data was the SPSS (Statistical Package for Social Sciences) Version 11, using the Windows as the base platform. To use the raw data on the computer, the first and foremost necessity was of shaping the raw data to suit the requirement of the computer. The following steps were taken to give the required shape to the raw data:

### 5.1 Formatting the Raw Data

(a) Categories. Keeping in mind the variables used for the study the raw data was first arranged into three categories as given below:

- (i) Junior Level Managers (JUNIOR LVL MGR), who were given a numerical grading of I
- (ii) Middle Level Managers (MIDDLE LVL MGR), who were given a numerical grading of II
- (iii) Senior Level Managers (SR LVL MGR), who were given a numerical grading of III

(b) Sector. Again, keeping in mind the variables used as far as sectors were concerned, the organisations were divided into three categories as shown below:

- (i) Public Sector responses were given a numerical grading of I
- (ii) Private Sector responses were given a numerical grading of II
- (iii) Armed forces responses were given a numerical grading of III

(c) Codification of the Questionnaire.

(i) The first part of the questionnaire consisted 18 sections numbered alphabetically from A to R. Each part consisted of a number of questions ranging between 2 to 9. Each question was graded in the form of 1, 2, 3,.....86 for feeding into the computer. These are coded in a similar manner; hence all the 86 statements are coded as shown below:

Q1A1, Q1A2... Q1B1, Q1B2 ...Q1R1, Q1R2, Q1R3, Q1R4 and Q1R5.

(ii) The second question has ten questions and is coded as Q2. This part has to be answered in Yes or No. codification has been done as shown below:

Q2A1, Q2A2... Q2A10.

(iii) The third question (Section II B) was an open ended type of question for which qualitative analysis was carried out manually.

(d) **Codification of the responses.** Responses of the respondents for each question of the questionnaire was coded as per the following table

**Table 5.1: Coding of Responses.**

Question No	Variable				
1	Strongly Disagree-1	Disagree -2	Unsure-3	Agree-4	Strongly Agree-5
2	Disagree-1	Agree-2	-	-	-

(e) **Feeding in SPSS Package.** After completing the codification of questions and the responses, the data was fed into the computer {as mentioned in 5.4(a)and (b)} with separate file names as given below:

**Table 5.2: Coding the Categories.**

Category	Numerical Value
Senior Manager Cat-1	1
Middle Manager Cat-II	2
Junior Manager Cat-III	3

Category	Numerical Value
Public Sector Cat-1	1
Private sector Cat-II	2
Armed Forces Cat-III	3

## 5.2 Basis of Analysis

The variables used for the study are the managerial levels in an organisation and types of organisations (public/private/ armed forces). For the level of management, the entire sample was divided into three categories as shown below:

- Cat 1 - Senior Manager
- Cat-2 - Middle Manager
- Cat-3 -Junior Manager

Similarly for the variable of the type of organisation, the division of the sample was divided into three categories:

- Sec-I -Public Sector

Sec-II -Private Sector  
 Sec-III -Armed Forces

Rest of the analysis was carried out on the data arranged as per the above categories. To get the data into the above mentioned categories, the simple joining operation were carried out between the three files as mentioned above. For the graphical representation, Bar graphs were made using the data in Table. 5.3 and 5.4. Two sets of graphs were made, one between Cat-1, Cat-2 and Cat-3 and the second between public and private sector organisations the same is depicted in Figure 5.1 and 5.2.

**Table. 5.3. Sector wise distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PUBLIC SECTOR	79	30.9	30.9	30.9
	PRIVATE SECTOR	90	35.2	35.2	66.0
	ARMED FORCES	87	34.0	34.0	100.0
	Total	256	100.0	100.0	

**Table. 5.4. Managerial level distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR LEVEL MANAGER	90	35.2	35.2	35.2
	MIDDLE LEVEL MANAGER	89	34.8	34.8	69.9
	JUNIOR LEVEL MANAGER	77	30.1	30.1	100.0
	Total	256	100.0	100.0	

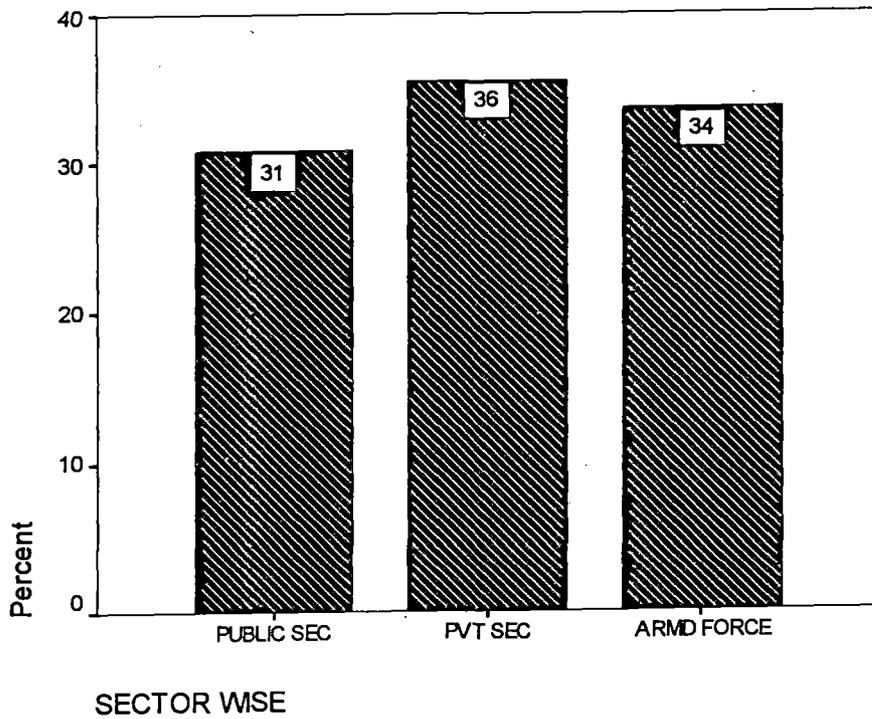


Figure. 5.1. Sector wise distribution of Respondents

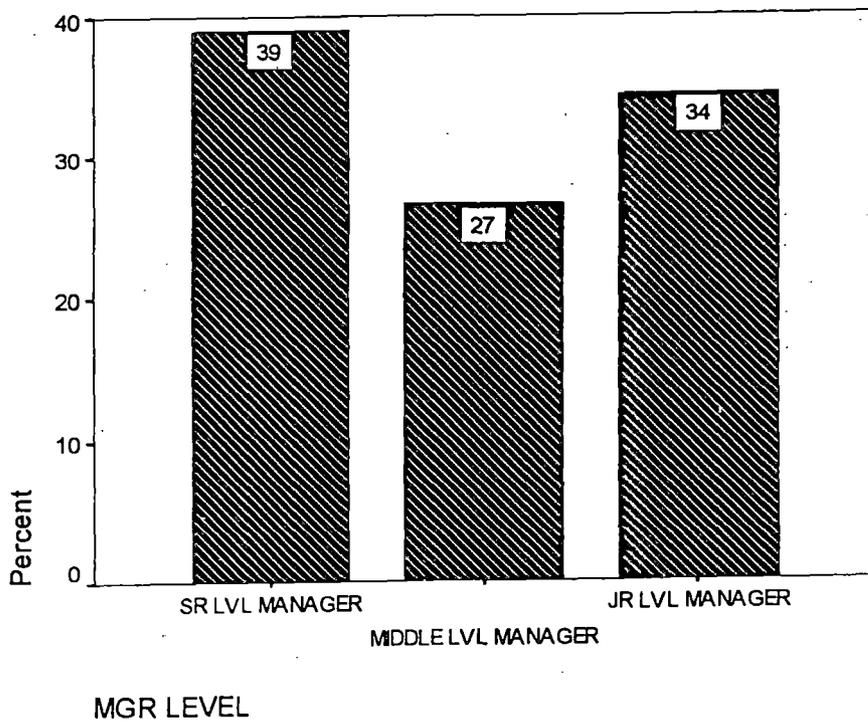


Figure 5.2. Managerial level distribution of Respondents

### **5.3 Analysis of Responses**

Question wise description, of the various statistical techniques used for the purpose of analysis are given below:

#### **5.3.1 Existence of Teambuilding in Indian Organisations(QA-1 to QR-6:83 Questions)**

In the Question 1, the satisfaction level of the respondents with various aspects of team building in the organisation was studied. For carrying out the analysis, the following statistical methods were used:

(a) **Frequency Table**. Our analysis of data began with a simple computation of frequencies. This table gives the picture about the respondents' choice over a five point Likert Scale for all the 18 categories. This is shown in Appendix B.

(b) **Mean Value**. After the descriptives, a look at the mean scores of all the variables helped in making sense out of the mass of data and compare groups on that basis. For Question 1, the mean values of the respondents choice for all the 18 categories were calculated and the same is shown in Appendix C. In Addition to mean, median, mode and standard deviation are also present in tabulated form. These values help in drawing conclusions about the effectiveness of teambuilding in Indian Organisations and its various objectives. While, as a measure of central tendency, the means could be used for simple comparison of several groups, they would be inadequate for the purpose of testing any hypothesis, because the variances in the groups were ignored in their means. There was therefore a need to apply other non parametric statistical tools, which would consider the means and the variances in the analysis. The chi-square test and ANOVA test for the various groups helped in testing the hypotheses we which had been set.

#### **5.3.2 Existence of Teambuilding in Indian Organisations (Q2B1 to Q2B10)**

In this questionnaire the respondents were asked to give their opinion by selecting Yes or No, on some aspects of team building. Here the following statistical methods were used:

(a) **Frequency Tabulation**. This table gives the picture about the respondents' choice over various aspects of team building. This is shown in Appendix F along with the corresponding percentage response rates.

(b) **Measure of central tendency**. The calculated central tendency for the responses is also shown in Appendix G in the form of mean, median and mode.

### **5.4 Hypothesis Test**

#### **5.4.1 Grouping of Categories**

A hypothesis testing was carried out between the categories to know whether the samples belong to the same population or to a different one. In case they belong

to the same population, then the parameter like mean for both the samples would be the same. For carrying out the hypothesis test, the various categories were grouped as given below:

- (a) Public Sector with Private Sector
- (b) Public Sector with Armed Forces
- (c) Private Sector with Armed Forces

#### 5.4.2 Selection of Technique<sup>79</sup>

The data generated by the questionnaire did not have the true numerical values. The measurements made with Question 1 were of ordinal type and Question 2 was of nominal type. Under such conditions the results of parametric statistical techniques cannot be authenticated, therefore, non-parametric statistical techniques have been used to arrive at the conclusions.

#### 5.4.3 Selection of Hypothesis Test

The aim of this study is to observe the differences of opinion, if any, between the two samples belonging to two different categories. Therefore, the study that suits the requirement in this case is the hypothesis between the two independent samples. Under the non-parametric testing techniques between two independent samples, the following tests were found available:

- (a) Fishers exact probability test.
- (b) Chi-Square test.
- (c) The median test.
- (d) The Mann-Whitney U test.
- (e) The Kolmogorov-Smirnov Two sample test.
- (f) The Wald-Wolfwitz Runs test.
- (g) The Moses test of extreme functions.
- (h) The Randomisation test for two independent samples.

A comparative study between the above mentioned tests is given below in Table. 5.5.

<sup>79</sup> Seigel Sidney, Non Parametric Statistics for the Behavioral Sciences, Prentice Hall. 1956.

**Table. 5.5:** Various tests under Non-Parametric Testing for Two independent samples.

<b>Test</b>	<b>Characteristics</b>
1. Fishers Exact Prob Test	1. Small simple sizes 2.Data to be discrete 3.Nominal & ordinal measurement
2.Chi-Square Test	1.Large simple size 2.Frequency in discrete categories 3.Nominal scale of measurement 4.When $df > 1$ , Chi-square are insensitive to the effects of order
3.Median Test	1.Ordinal scale of measurement 2. Sample size small-use fisher test 3. Sample size large- use Chi-square test
4.Mann-Whitney U Test	1. At least an ordinal measurement 2. Most powerful NP test
5. Kolmogorov-Smirnov Test	1. At least an interval measurement. Less interval results in information wastage 2.Sensitive to any difference (CT, Skewness, Dispersion)
6. Wald-Wolfwitz Runs Test	1.At least an ordinal scale 2.Sensitive to any sort of difference
7. Moses Test	1.At least an ordinal scale 2.Used mostly where data shows extreme characteristics
8. Randomisation Test	1.At least an interval measurement 2.Numerical values of scores

In the study, the Chi-Square test for two independent samples, have been selected to carry out the statistical analysis. The technique of Analysis of Variance (ANOVA) has been used when more than two sub-groups need to be compared. The main reasons are as follows:

- (a) Large sample size.
- (b) Measurements made are nominal and the mostly ordinal type.
- (c) Scores under study consist of frequencies in discrete categories.

### 5.5 Test Characteristics

Results of the hypothesis are shown in Appendix F. The hypothesis test was carried out with the following characteristics.

- (a) **Null Hypothesis-  $H_0$** :- There is no difference of opinion between the two groups i.e., both the groups belong to the same population. The alternate hypothesis- $H_a$ , is that the difference of opinion exists between the groups i.e., both the groups belong to different population.

- (b) **Significance Level.** It is set at  $\text{Alpha}=0.5$ .
- (c) **Rejection Region.** When the value of Chi-square calculated from the given data comes out to be greater than the value taken from the Chi-square table at  $\text{Alpha}=0.5$ , then the null hypothesis is rejected and the alternate hypothesis is accepted. If the value of Alpha increases, then the chances of rejection of  $H_0$  becomes higher.
- (d) **Test Requirement.** When  $df$  (degree of freedom) is  $>1$ , then the Chi-square test can be used only if the cell frequencies in not more than 20% cases is less than 5. If this requirement is not met by the data in the form in which they were originally collected, then the adjacent categories can be combined in order to increase the expected frequencies in the various cells.

## 5.6 **Qualitative Analysis**

In the second set of questions (Section II, A1 to A10), ten statements were given to the respondents to reply in Yes or No to each statement.

(a) **Frequency Table.** For the questions in the Section II A, a frequency tabulation is made. The same is shown in Appendix . This table gives the numerical figures of the respondents who have agreed or disagreed with a particular statement along with the percentage responses. For comparing the response rates between the various categories and managerial response, one way ANOVA test , was made. The same is shown in Appendix .

(b) Through Question II B, the respondents were asked to give their suggestions to improve the effectiveness of team in an organisation. This part of the questionnaire was not mandatory to be filled by the respondents, and therefore the same was attempted by only 68(27%) of the respondents. However, those respondents who replied to this part of the questionnaire were frank and forthright in their response. Collection of responses has been undertaken in such a manner that it shows the aggregation of certain opinion. Therefore these are presented as statements and figures within the parenthesis indicates the number of respondents who opted to comment on that particular aspect. The response for each objective was grouped under three categories:

- (a) Cat-1
- (b) Cat-2
- (c) Cat-3

### 5.6.1 **Suggestions to Improve effectiveness of teams in Indian Organisations**

(Cat-1)

- (a) Team members should be committed to the team.(3)
- (b) Team's purpose, mission and goals should be clear and unambiguous.(4)
- (c) Team members should share a common approach and be committed to the team's purpose.(4)

- (d) Team should meet regularly and periodically.(2)
- (e) Personal growth of employees should be catered along with teams growth.(2)
- (f) Team leader should take the team along and not work in the conventional leader like fashion.(2)
- (g) Each member should contribute to the team's output.(2)
- (h) Team communication is generally the most ignored aspect of team operations.(2)
- (i) The team should have only the requisite number of members and not excessive number just to make up numbers.(1)
- (j) Duration of team's existence should be till its task is complete after which h it must disband.(1)

### **5.6.2 Suggestions to Improve effectiveness of teams in Indian Organisations**

(Cat-2)

- (a) Each member should contribute to the team's output.(4)
- (b) Team feedback mechanism should be effective.(2)
- (c) Team should be appropriately empowered to accomplish its tasks.(3)
- (d) Team should meet regularly.(5)
- (e) Teams would not be effective un less they get organisational support.(3)
- (f) In case of a failure of a team it should not be disbanded before analysing the reason for failure.(1)
- (g) There should be transparency in team selection including leadership(2)
- (h) There should be no ambiguity in goal/ target setting (1)
- (i) There should be regular team building sessions and a mid-course stock taking.(1)
- (j) External intervention should be done by experts during team building sessions.(1)
- (j) Team incentives should well publicised in the organisation.(2)

### **5.6.3 Suggestions to Improve effectiveness of teams in Indian Organisations**

(Cat-3)

- (a) Each member should contribute to the team's output.(4)
- (b) Conflict in the team should be resolved amicably.(6)
- (c) Teams are not a panacea to all ills in the organisation, hence must be employed only after a great deal of thought.(1)
- (d) Team should meet regularly. (3)
- (e) There should be team training before commencement of team tasks.(2)
- (f) There should be a lateral appraisal superimposed over hierarchy based appraisal.(3)

## **5.7 Analysis of Responses in Section I**

Once the data was fed into the SPSS package, it was first checked for feeding in errors. On finding the data correct in all respects the analysis of data progressed to the next stage, viz, the extraction of data. Initially the frequency of responses was worked out. The same is attached as Appendix B for the data in Section I and as appendix G for data in Section II A of the questionnaire. The next step was

extraction of measure of central tendency. For this the mean, median and mode along with the SD was extracted. This extracted data is attached as Appendix C for the Data in Section I and as Appendix H for the Data in Section II A.

After the calculation of the measure of central tendency a Chi-Square test was carried out to check the managerial level distribution and also to check out the significance level for both managerial level distribution and sector wise distribution. In this test it emerged that there was not significant difference within the groups in both types of distribution. The data for this is placed as Appendix D.

The next step in data analysis was carrying out One Way ANOVA test to find out inter group difference for both distributions. The results for this test are placed as Appendix E and I for data in Section I and II A respectively. Once these tests were carried out, each of the statement was individually analysed as mentioned below.

### **5.7.1 Types of teams.**

**5.7.1.1 Existence of formal teams within the organisation.** Out of 256 respondents, 118 (46.1%) strongly agreed that formal teams existed within the organisation, 73(28.5%) agreed regarding existence of formal teams, 22(8.6%) were non committal/unsure, 23(9.0 %) disagreed and 20(7.8%) strongly disagreed regarding their existence. The mean works out to 3.96, median 4.0, mode 4 and the SD 1.27. The ANOVA test gives us a significance level of .010 for sector wise intra group and 0.291 for intra group between managerial level, thereby indicating significant difference in sector wise distribution and no significant difference in the managerial group distribution. A mean of 3.96 indicates that the overall result is in 'Agreement' with the statement and SD of 1.27 means a moderate deviation.

**5.7.1.2 Encouragement to formation informal teams in the organisation.** Out of 256 respondents, 62(24.2%) strongly agreed that informal teams were encouraged within the organisation, 72(28.1%) agreed, 29(11.3%) were unsure, 52(20.3%) disagreed and 41(16.0%) strongly disagreed that informal teams were encouraged within the organisation. The mean works out to 3.24, median 4.0, mode 4 and the SD 1.43. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and 0.564 for managerial levels between various groups, thereby indicating significant difference in sector wise distribution and no significant difference in the managerial group distribution. A mean of 3.24 indicates that the overall results are inconclusive for this statement, and an SD of 1.43 shows a significant deviation from the mean.

**5.7.1.3 Informal teams being more effective vis-à-vis formal teams.** Out of 256 respondents, 60(23.4%) strongly agreed that informal teams were more effective than formal teams, 77(30.1%) agreed with the statement, 35(13.7%) were unsure, 53(20.7%) disagreed and 31(12.1%) strongly disagreed with the statement. The mean works out to 3.32, median 4.0, mode 4 and the SD derived is 1.35. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and 0.455 for managerial levels between various groups, thereby indicating significant difference in sector wise distribution and no significant

difference in the managerial group distribution. A mean of 3.32 indicates that the overall results are inconclusive for this statement, and an SD of 1.35 shows a moderate deviation from the mean.

## **5.7.2 Stages of Team Building**

**5.7.2.1. Formal team building sessions were being held in the organisation.** Out of 256 respondents, 103(40.2%) strongly agreed that informal teams were encouraged within the organisation, 121(47.3%) agreed, 13(5.1%) were unsure, 8(3.1%) disagreed and 11(4.3%) strongly disagreed that informal teams were encouraged within the organisation. The mean works out to 4.16, median 4.0, mode 4 and the SD 0.9710. The ANOVA test gives us a significance level of .735 for sector wise distribution between the groups and 0.331 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.16 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.9710 shows a minor deviation from the mean.

**5.7.2.2 Initial team forming up appreciated by the new team members.** Out of 256 respondents, 15(5.9%) strongly agreed that initial teaming up was appreciated by new team members, 34(13.3%) agreed, 15(5.9%) were unsure, 110(43%) disagreed and 82(32%) strongly disagreed with the statement. The mean works out to 2.180, median 2.0, mode 2 and the SD 1.1877. The ANOVA test gives us a significance level of .018 for sector wise distribution between the groups and 0.030 for managerial levels between various groups, thereby indicating significant difference in both sector wise distribution and managerial group distribution. A mean of 2.180 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.1877 shows a moderate deviation from the mean.

**5.7.2.3. Existence of problem in the formative stages.** Out of 256 respondents, 119(46.5%) strongly agreed that there were problems in the formative stages, 79(30.9%) agreed, 21(8.2%) were unsure, 20(7.8%) disagreed and 17(6.6%) strongly disagreed that there were problems in the formative stages. The mean works out to 4.027, median 4.0, mode 5 and the SD 1.2091. The ANOVA test gives us a significance level of .955 for sector wise distribution between the groups and 0.013 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 4.027 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.2091 shows a moderate deviation from the mean.

**5.7.2.4. Normalisation of relations after starting phase was over.** Out of 256 respondents, 178(69.5%) strongly agreed that relations normalised after starting phase was over, 43(16.8%) agreed, 15(5.9%) were unsure, 10(3.9%) disagreed and 10(3.9%) strongly disagreed that normalisation of relations took place after starting phase was over. The mean works out to 4.441, median 5.0, mode 5 and the SD 1.0349. The ANOVA test gives us a significance level of .967 for sector wise

distribution between the groups and 0.532 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.441 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0349 shows a moderate deviation from the mean.

#### **5.7.2.5 Increase in the organisations output increase vis-à-vis the initial output.**

Out of 256 respondents, 86(33.6%) strongly agreed that there was increase in the output once the teams settled down vis-à-vis the original output, 120(46.9%) agreed, 20(7.8%) were unsure, 15(5.9%) disagreed and 15(5.9%) strongly disagreed regarding the same. The mean works out to 3.965, median 4.0, mode 4.0 and the SD 1.0859. The ANOVA test gives us a significance level of .602 for sector wise distribution between the groups and 0.100 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.965 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0859 shows a moderate deviation from the mean.

### **5.7.3 Characteristics & Limitations of Teams**

**5.7.3.1 Reason for the team to perform optimally.** Out of 256 respondents, 46(18%) strongly agreed that group cohesion was the major factor, 68(26.6%) agreed, 42(16.4%) were unsure, 52(20.3%) disagreed and 48(18.8%) strongly disagreed that group cohesion was the major factor. The mean works out to 3.086, median 3.0, mode 4.0 and the SD 1.5519. The ANOVA test gives us a significance level of .982 for sector wise distribution between the groups and 0.000 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 3.086 indicates that the overall results are inconclusive for this statement, and an SD of 1.5519 shows a significant deviation from the mean.

**5.7.3.2 What inhibits the performance of existing teams?** Out of 256 respondents, 72(28.1%) strongly agreed that external factors inhibited the group's performance, 34(13.3%) agreed, 53(20.7%) were unsure, 35(13.7%) disagreed and 62(24.2%) strongly disagreed that external factors inhibited the group's performance. The mean works out to 3.074, median 3.0, mode 5.0 and, the SD 1.5385. The ANOVA test gives us a significance level of .076 for sector wise distribution between the groups and 0.000 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 3.074 indicates that the overall results are inconclusive for this statement, and an SD of 1.5385 shows a significant deviation from the mean.

**5.7.3.3 Frequency of Team Sessions.** Out of 256 respondents, 31(12.1%) strongly agreed that team sessions could be convened frequently, 50(19.5%) agreed,

53(20.7%) were unsure, 49(19.1%) disagreed and 73(28.5%) strongly disagreed that team sessions could be convened frequently. The mean works out to 2.676, median 3.0, mode 1.0 and the SD 1.3835. The ANOVA test gives us a significance level of .460 for sector wise distribution between the groups and 0.010 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 2.676 indicates that the overall results are inconclusive for this statement and an SD of 1.3835 shows a moderate deviation from the mean.

**5.7.3.4 The tasks/objectives of the group are well understood and accepted by the group.** Out of 256 respondents, 66(25.8%) strongly agreed that the tasks/objectives of the group are well understood and accepted by the group, 125(48.80%) agreed, 22(8.6%) were unsure, 22(8.6%) disagreed and 21(8.2%) strongly disagreed that the tasks/objectives of the group are well understood and accepted by the group. The mean works out to 3.754, median 4.0, mode 4.0 and the SD 1.1707. The ANOVA test gives us a significance level of .227 for sector wise distribution between the groups and 0.687 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.754 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1707 shows a moderate deviation from the mean.

**5.7.3.5 Teams perform as a cohesive group.** Out of 256 respondents, 108(42.2%) strongly agreed that teams performed as a cohesive group, 90(35.2%) agreed, 22(8.6%) were unsure, 20(7.8%) disagreed and 16(6.3%) strongly disagreed that teams performed as a cohesive group. The mean works out to 3.992, median 4.0, mode 5.0 and the SD 1.1782. The ANOVA test gives us a significance level of .935 for sector wise distribution between the groups and 0.742 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.992 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1782 shows a moderate deviation from the mean.

**5.7.3.6 Existence of friction within the group.** Out of 256 respondents, 8(3.1%) strongly agreed that friction existed within the group, 12(4.7%) agreed, 22(8.6%) were unsure, 70(27.3%) disagreed and 144(56.3%) strongly disagreed that friction existed within the group. The mean works out to 1.711, median 1.0, mode 1.0 and the SD 1.0187. The ANOVA test gives us a significance level of .108 for sector wise distribution between the groups and 0.002 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 2.180 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.0187 shows a moderate deviation from the mean.

**5.7.3.7 Are differences of opinion, resolved amicably?** Out of 256, 129(50.4%) strongly agreed that the differences of opinion were resolved amicably, 84(32.8%) agreed, 16(6.3%) were unsure, 16(6.3%) disagreed and 11(4.3%) strongly disagreed

that informal teams are more effective than the differences of opinion were resolved amicably. The mean works out to 4.188, median 5.0, mode 5.0 and the SD 1.0828. The ANOVA test gives us a significance level of .737 for sector wise distribution between the groups and .534 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.188 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1877 shows a moderate deviation from the mean.

**5.7.3.8 Team performance isn't better than individual performance.** Out of 256 respondents, 31(12.1%) strongly agreed that the team performance isn't as good as individual performance, 51(19.9) agreed, 51(19.9) were unsure, 50(19.5%) disagreed and 73(28.5%) strongly disagreed with the statement. The mean works out to 2.676, median 3.0, mode 1.0 and the SD 1.3863. The ANOVA test gives us a significance level of .152 for sector wise distribution between the groups and .702 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.676 indicates that the overall results are inconclusive for this statement, and an SD of 1.3863 shows a moderate deviation from the mean.

**5.7.3.9 Individual view points restrict the progress of the team.** Out of 256 respondents, 8(3.1%) strongly agreed that Individual view points restrict the progress of the team, 14(5.5%) agreed, 22(8.6%) were unsure, 74(28.9%) disagreed and 138(53.9%) strongly disagreed that Individual view points restrict the progress of the team. The mean works out to 1.75, median 1.0, mode 1.0 and the SD 1.0328. The ANOVA test gives us a significance level of .596 for sector wise distribution between the groups and 0.057 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference in the managerial group distribution. A mean of 1.75 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.0328 shows a moderate deviation from the mean.

#### **5.7.4 Team Leadership**

**5.7.4.1 Does the team leadership make a positive impact on the team output?** Out of 256 respondents, 112(43.8%) strongly agreed that the team leadership make a positive impact on the team output, 104(40.6%) agreed, 21(8.2%) were unsure, 9(3.5%) disagreed and 10(3.9%) strongly disagreed that the team leadership make a positive impact on the team output. The mean works out to 4.168, median 4.0, mode 5.0 and the SD 0.9937. The ANOVA test gives us a significance level of .010 for sector wise distribution between the groups and 0.721 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution and a or in the managerial group distribution. A mean of 4.168 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.9937 shows a minor deviation from the mean.

**5.7.4.2 Is team leadership an issue?** Out of 256 respondents, 34(13.3%) strongly agreed that team leadership was an issue, 53(20.7%) agreed, 27(10.5%) were unsure,

64(25%) disagreed and 78(30.5%) strongly disagreed that team leadership was an issue. The mean works out to 2.613, median 2.0, mode 1.0 and the SD 1.4372. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and 0.887 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.613 indicates that the overall results are inconclusive for this statement, and an SD of 1.4372 shows a moderate deviation from the mean.

**5.7.4.3 Was team leadership imposed onto the team?** Out of 256 respondents, 85(33.2%) strongly agreed that team leadership was imposed onto the team, 119(46.5%) agreed, 17(6.6%) were unsure, 25(9.8%) disagreed and 10(3.9%) strongly disagreed that team leadership was imposed onto the team. The mean works out to 3.953, median 4.0, mode 4.0 and the SD 1.0691. The ANOVA test gives us a significance level of .818 for sector wise distribution between the groups and 0.088 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.953 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0691 shows a moderate deviation from the mean.

**5.7.4.4 Would a choice of team leadership improve the team's output?** Out of 256 respondents, 131(51.2%) strongly agreed that if the choice of team leadership was given to the team it would improve the team's output, 96(37.5%) agreed, 19(7.4%) were unsure, 5(2.0%) disagreed and 5(2.0%) strongly disagreed that it would improve the team's output. The mean works out to 4.340, median 5.0, mode 5.0 and the SD 0.8528. The ANOVA test gives us a significance level of .620 for sector wise distribution between the groups and 0.004 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution but a significant difference in the managerial group distribution. A mean of 4.34 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.8528 shows a minor deviation from the mean.

**5.7.4.5 Would a horizontal team hierarchy show a positive effect on the teams output?** Out of 256 respondents, 18(7.0%) strongly agreed that horizontal team hierarchy would show a positive effect on the teams output, 56(21.9%) agreed, 29(11.3%) were unsure, 81(31.6%) disagreed and 72(28.1%) strongly disagreed that a horizontal team hierarchy would show a positive effect on the teams output. The mean works out to 2.480, median 2.0, mode 2.0 and the SD 1.2954. The ANOVA test gives us a significance level of .607 for sector wise distribution between the groups and .402 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.480 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.2954 shows a moderate deviation from the mean.

### **5.7.5 Failure of Teams**

**5.7.5.1 Dissent/disagreement in the team causes problems within the team.** Out of 256 respondents, 10(3.9%) strongly agreed that dissent/disagreement in the team could cause problems within the team, 10(3.9%) agreed, 31(12.1%) were unsure, 90(35.2%) disagreed and 115(44.9%) strongly disagreed that dissent/disagreement in the team could cause problems within the team. The mean works out to 1.867, median 2.0, mode 1.0 and the SD 1.0318. The ANOVA test gives us a significance level of .952 for sector wise distribution between the groups and .386 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.867 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.0318 shows a moderate deviation from the mean.

**5.7.5.2 Would dissent in the team cause the team to falter?** Out of 256 respondents, 2(.8%) agreed that dissent in the team could cause the team to falter, 17(6.6%) were unsure, 101(39.5%) disagreed and 136(53.1%) strongly disagreed that dissent in the team could cause the team to falter. The mean works out to 1.551, median 1.0, mode 1.0 and the SD 0.6548. The ANOVA test gives us a significance level of .988 for sector wise distribution between the groups and .011 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution but a significant difference in the managerial group distribution. A mean of 1.551 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.6548 shows a minor deviation from the mean.

**5.7.5.3 Does the team experience failure often?** Out of 256 respondents, 3(1.2%) agreed that their team experienced failure often, 13(5.1%) were unsure, 100(39.1%) disagreed and 140(54.7%) strongly disagreed that their team experienced failure often. The mean works out to 1.527, median 1.0, mode 1.0 and the SD 0.6502. The ANOVA test gives us a significance level of .301 for sector wise distribution between the groups and .172 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.527 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.6502 shows a insignificant deviation from the mean.

**5.7.5.4 Do you share the sense that 'only the team can fail'?** Out of 256 respondents, 26(10.2%) strongly agreed that only the team could fail vis-à-vis an individual, 56(21.9%) agreed, 33(12.9%) were unsure, 67(26.2%) disagreed and 74(28.9%) strongly disagreed that only the team could fail vis-à-vis an individual. The mean works out to 2.582, median 2.0, mode 1.0 and the SD 1.3695. The ANOVA test gives us a significance level of .990 for sector wise distribution between the groups and .234 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.582 indicates that the overall results are inconclusive for this statement, and an SD of 1.3695 shows a moderate deviation from the mean.

**5.7.5.5 Team failure is generally attributed to a few individuals.** Out of 256 respondents, 5(2.0%) strongly agreed that the team's failure was generally attributed to a few individuals, 13(5.1%) agreed, 23(9.0%) were unsure, 76(29.7%) disagreed and 139(54.3%) strongly disagreed that their team's failure was generally attributed to a few individuals. The mean works out to 1.707 median 1.0, mode 1.0 and the SD 0.9641. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .055 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.707 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.9641 shows a minor deviation from the mean.

**5.7.5.6 Failure in team causes the team to break up.** Out of 256 respondents, 10(3.9%) strongly agreed that failure in team was the cause of its break up, 33(12.9%) agreed, 16(6.3%) were unsure, 87(34.0%) disagreed and 110(43%) strongly disagreed that failure in team caused it to break up. The mean works out to 2.008, median 2.0, mode 1.0 and the SD 1.1682. The ANOVA test gives us a significance level of .628 for sector wise distribution between the groups and .227 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.008 indicates that the overall results are in conformity with 'Disagree' for this statement, and an SD of 1.1682 shows a moderate deviation from the mean.

## **5.7.6 External intervention/intervention techniques**

**5.7.6.1. Has the organisation ever organised team intervention sessions?** Out of 256 respondents, 73(28.5%) strongly agreed that the organisation had organised team intervention sessions, 73(28.5%) agreed, 32(12.5%) were unsure, 27(10.5%) disagreed and 51(19.9%) strongly disagreed that the organisation had ever organised team intervention sessions. The mean works out to 3.352, median 4.0, mode 4.0 and the SD 1.4877. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .145 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.352 indicates that the overall results are inconclusive for this statement, and an SD of 1.4877 shows a moderate to significant deviation from the mean.

**5.7.6.2 Has a failure in the team resulted in an external intervention consultant's involvement?** Out of 256 respondents, 64(25%) strongly agreed that a failure in the team resulted in an external intervention consultant's intervention, 71(27.7%) agreed, 25(9.8%) were unsure, 34(13.3%) disagreed and 62(24.2%) strongly disagreed that a failure in the team resulted in an external intervention consultant's intervention. The mean works out to 3.211, median 4.0, mode 4.0 and the SD 1.6552. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .022 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.211 indicates that the overall

results are inconclusive for this statement, and an SD of 1.6552 shows a significant deviation from the mean.

**5.7.6.3 External intervention is appreciated within the team.** Out of 256 respondents, 15(5.9%) strongly agreed that external intervention was appreciated within the team, 34(13.3%) agreed, 61(23.8%) were unsure, 81(31.6%) disagreed and 65(25.4%) strongly disagreed that external intervention was appreciated within the team. The mean works out to 2.426, median 2.0, mode 2.0 and the SD 1.1725. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .096 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.426 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.1725 shows a moderate deviation from the mean.

**5.7.6.4 In case of problems within the team, external intervention is sought.** Out of 256 respondents, 53(20.7%) strongly agreed that in case of problems within the team, external intervention was sought, 71(27.7%) agreed, 33(12.9%) were unsure, 54(21.1%) disagreed and 45(17.6%) strongly disagreed that in case of problems within the team, external intervention was ever sought. The mean works out to 3.129, median 3.0, mode 4.0 and the SD 1.4180. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .253 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.129 indicates that the overall results are inconclusive for this statement, and an SD of 1.4180 shows a moderate to significant deviation from the mean.

**5.7.6.5 External intervention is always helpful in improving the team's effectiveness** Out of 256 respondents, 49(19.1%) strongly agreed that intervention was always helpful in improving the team's effectiveness, 88(34.4%) agreed, 31(12.1%) were unsure, 61(23.8%) disagreed and 27(10.5%) strongly disagreed that intervention was always helpful in improving the team's effectiveness. The mean works out to 3.277, median 4.0, mode 4.0 and the SD 1.3036. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .052 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.277 indicates that the overall results are inconclusive for this statement, and an SD of 1.3036 shows a moderate deviation from the mean.

## **5.7.7 Team Compensation**

**5.7.7.1. Team compensation is divided equally among all team members.** Out of 256 respondents, 8(3.1%) agreed that team compensation was divided equally among all team members, 38(14.8%) were unsure, 116(45.3%) disagreed and 94(36.7%) strongly disagreed that team compensation was divided equally among all team members. The mean works out to 1.844, median 2.0, mode 2.0 and the SD 0.7865. The ANOVA test gives us a significance level of .875 for sector wise distribution between the groups and for .342 managerial levels between various

groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.844 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.7865 shows a minor deviation from the mean.

**5.7.7.2 Team incentives should be divided equally among all members.** Out of 256 respondents, 126(49.2%) strongly agreed that incentives should be divided equally among all members, 119(46.5%) agreed, 9(3.5%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that team incentives should be divided equally among all members. The mean works out to 4.438, median 4.0, mode 5.0 and the SD 0.6231. The ANOVA test gives us a significance level of .040 for sector wise distribution between the groups and .025 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.438 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.6231 shows a minor deviation from the mean.

**5.7.7.3 Team compensation should always be complemented by providing the same over and above individual compensation.** Out of 256 respondents, 187(73%) strongly agreed that team compensation should always be complemented by providing the same over and above individual compensation, 60(23.4%) agreed, 7(2.7%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that team compensation should always be complemented by providing the same over and above individual compensation. The mean works out to 4.684, median 5.0, mode 5.0 and the SD 0.5853. The ANOVA test gives us a significance level of .194 for sector wise distribution between the groups and .481 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.684 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.5853 shows a minor deviation from the mean.

#### **5.7.8. Performance Appraisal**

**5.7.8.1 Team player behaviour is an important factor in assessing employee performance.** Out of 256 respondents, 130(50.8%) strongly agreed that team player behaviour was an important factor in assessing employee performance, 89(34.8%) agreed, 15(5.9%) were unsure, 12(4.7%) disagreed and 9(3.5%) strongly disagreed that team player behaviour was an important factor in assessing employee performance. The mean works out to 4.258, median 5.0, mode 5.0 and the SD 1.0117. The ANOVA test gives us a significance level of .762 for sector wise distribution between the groups and .300 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.258 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0117 shows a moderate deviation from the mean.

**5.7.8.2 Team appraisal is better than individual appraisal.** Out of 256 respondents, 28(10.9%) strongly agreed that team appraisal was better than

individual appraisal, 69(27.0%) agreed, 23(9.0%) were unsure, 84(32.8%) disagreed and 52(20.3%) strongly disagreed that team appraisal was better than individual appraisal. The mean works out to 2.754, median 2.0, mode 2.0 and the SD 1.3394. The ANOVA test gives us a significance level of .245 for sector wise distribution between the groups and .156 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.754 indicates that the overall results are inconclusive for this statement, and an SD of 1.3394 shows a moderate deviation from the mean.

**5.7.8.3 Individual appraisal should continue along with team appraisal.** Out of 256 respondents, 112(43.8%) strongly agreed that Individual appraisal should continue along with team appraisal are more effective than formal teams, 95(37.1%) agreed, 13(5.1%) were unsure, 19(7.4%) disagreed and 17(6.6%) strongly disagreed that Individual appraisal should continue along with team appraisal informal teams are more effective than formal teams regarding their existence. The mean works out to 4.039, median 4.0, mode 5.0 and the SD 1.1776. The ANOVA test gives us a significance level of .864 for sector wise distribution between the groups and .649 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.039 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1776 shows a moderate deviation from the mean.

**5.7.8.4 Team appraisal should be a part of each individual's appraisal.** Out of 256 respondents, 166(64.8%) strongly agreed that Team appraisal should be a part of each individual's appraisal are more effective than formal teams, 79(30.9%) agreed, 8(3.1%) were unsure, 3(1.2%) disagreed that Team appraisal should be a part of each individual's appraisal informal teams are more effective than formal teams regarding their existence. The mean works out to 4.594, median 5.0, mode 5.0 and the SD 0.6128. The ANOVA test gives us a significance level of .647 for sector wise distribution between the groups and .019 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution and a significant difference exist in the managerial group distribution. A mean of 4.594 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.6128 shows a minor deviation from the mean.

**5.7.8.5 An individual star performer would invariably be a good team player.** Out of 256 respondents, 46(18%) strongly agreed that are more effective than formal teams, 80(31.3%) agreed, 22(8.6%) were unsure, 71(27.7%) disagreed and 37(14.5%) strongly disagreed that informal teams are more effective than formal teams regarding their existence. The mean works out to 3.105, median 3.0, mode 4.0 and the SD 1.3722. The ANOVA test gives us a significance level of .528 for sector wise distribution between the groups and .065 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.105 indicates that the overall results are inconclusive for this statement, and an SD of 1.3722 shows a moderate deviation from the mean.

### **5.7.9 Resistance in team.**

**5.7.9.1 Resistance within a team invariably exists.** Out of 256 respondents, 66(25.8%) strongly agreed that Resistance within a team invariably exists are more effective than formal teams, 75(29.3%) agreed, 19(7.4%) were unsure, 61(23.8%) disagreed and 35(13.7%) strongly disagreed that Resistance within a team invariably exists informal teams are more effective than formal teams regarding their existence. The mean works out to 3.297, median 4.0, mode 4.0 and the SD 1.4245. The ANOVA test gives us a significance level of .002 for sector wise distribution between the groups and .181 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution and no significant difference in the managerial group distribution. A mean of 3.297 indicates that the overall results are inconclusive for this statement, and an SD of 1.4245 shows a moderate deviation from the mean.

**5.7.9.2 Resistance within the team can be overcome easily.** Out of 256 respondents, 15(5.9%) strongly agreed that Resistance within the team can be overcome easily are more effective than formal teams, 39(15.2%) agreed, 61(23.8%) were unsure, 78(30.5%) disagreed and 63(24.6%) strongly disagreed that Resistance within the team can be overcome easily informal teams are more effective than formal teams regarding their existence. The mean works out to 2.473, median 2.0, mode 2.0 and the SD 1.1846. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .434 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A mean of 2.473 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.1846 shows a moderate deviation from the mean.

**5.7.9.3 Seeking consensus in a team is easy.** Out of 256 respondents, 16(6.3%) strongly agreed that Seeking consensus in a team was easy, 31(12.1%) agreed, 27(10.5%) were unsure, 87(34.0%) disagreed and 95(37.1%) strongly disagreed that Seeking consensus in a team was easy. The mean works out to 2.164, median 2.0, mode 1.0 and the SD 1.2257. The ANOVA test gives us a significance level of .816 for sector wise distribution between the groups and .467 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.164 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.2257 shows a moderate deviation from the mean.

**5.7.9.4 Disagreement on a point is sorted out without major conflict.** Out of 256 respondents, 130(50.8%) strongly agreed that disagreement on a point was sorted out without major conflict, 92(35.9%) agreed, 14(5.5%) were unsure, 14(5.5%) disagreed and 6(2.3%) strongly disagreed that disagreement on a point was sorted out without major conflict. The mean works out to 4.273, median 5.0, mode 5.0 and the SD 0.9597. The ANOVA test gives us a significance level of .554 for sector wise distribution between the groups and .411 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.273 indicates that the overall

results are in conformity with 'Agree' for this statement, and an SD of 0.9597 shows a minor deviation from the mean.

**5.7.9.5 Most decisions are reached by consensus and formal voting is kept to a minimum.** Out of 256 respondents, 98(38.3%) strongly agreed that most decisions were reached by consensus and formal voting was kept to a minimum, 81(31.6%) agreed, 21(8.2%) were unsure, 26(10.2%) disagreed and 30(11.7%) strongly disagreed that most decisions were reached by consensus and formal voting was kept to a minimum. The mean works out to 3.746, median 4.0, mode 5.0 and the SD 1.3670. The ANOVA test gives us a significance level of .027 for sector wise distribution between the groups and .789 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A mean of 3.746 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.3670 shows a moderate deviation from the mean.

**5.7.9.6 Participation by team members is extensive.** Out of 256 respondents, 131(51.2%) strongly agreed that participation by team members was extensive, 89(34.2%) agreed, 21(8.2%) were unsure, 6(2.3%) disagreed and 9(3.5%) strongly disagreed that participation by team members was extensive. The mean works out to 4.277, median 5.0, mode 5.0 and the SD 0.9647. The ANOVA test gives us a significance level of .964 for sector wise distribution between the groups and .795 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.227 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.9647 shows a minor deviation from the mean.

### **5.7.10 Creating Productive Teams**

**5.7.10.1 Teams become productive once they are cohesive.** Out of 256 respondents, 169(66.0%) strongly agreed that teams become productive once they are cohesive, 82(32%) agreed, 3(1.2%) were unsure, 2(.8%) disagreed that teams become productive once they are cohesive. The mean works out to 4.633, median 5.0, mode 5.0 and the SD 0.5512. The ANOVA test gives us a significance level of .955 for sector wise distribution between the groups and .818 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.633 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.5512 shows a minor deviation from the mean.

**5.7.10.2 Productive team is the one which has good leaders.** Out of 256 respondents, 92(35.9%) strongly agreed that productive team was the one which had good leaders, 99(38.7%) agreed, 28(10.9%) were unsure, 19(7.4%) disagreed and 18(7.0%) strongly disagreed that productive team was the one which had good leaders. The mean works out to 3.891, median 4.0, mode 4.0 and the SD 1.1798. The ANOVA test gives us a significance level of .868 for sector wise distribution between the groups and .273 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the

managerial group distribution. A mean of 3.891 indicates that the overall results are in conformity with 'Agree' for this statement, and an SD of 1.1798 shows a moderate deviation from the mean.

**5.7.10.3 The productivity of a team invariably depends on the quality of its members.** Out of 256 respondents, 183(71.5%) strongly agreed that the productivity of a team invariably depended on the quality of its members, 64(25.0%) agreed, 7(2.7%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that the productivity of a team invariably depended on the quality of its members. The mean works out to 4.668, median 5.0, mode 5.0 and the SD 0.5900. The ANOVA test gives us a significance level of .231 for sector wise distribution between the groups and .298 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.668 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.5900 shows a minor deviation from the mean.

**5.7.10.4 Productive teams can be created within the existing teams.** Out of 256 respondents, 85(33.2%) strongly agreed that productive teams could be created within the existing teams, 129(46.9%) agreed, 21(8.2%) were unsure, 15(8.9%) disagreed and 15(5.9%) strongly disagreed that productive teams could be created within the existing teams. The mean works out to 3.957, median 4.0, mode 4.0 and the SD 1.0856. The ANOVA test gives us a significance level of .513 for sector wise distribution between the groups and .143 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.957 indicates that the overall results are in conformity with 'Agree' for this statement, and an SD of 1.0856 shows a moderate deviation from the mean.

## **5.7.11 Team Training**

**5.7.11.1 Team training capsules/workshops are conducted regularly within organisation.** Out of 256 respondents, 56(21.9%) strongly agreed that team training capsules/workshops were conducted regularly within organisation, 85(33.2%) agreed, 23(9.0%) were unsure, 40(15.6%) disagreed and 52(20.3%) strongly disagreed that team training capsules/workshops were conducted regularly within organisation. The mean works out to 3.207, median 4.0, mode 4.0 and the SD 1.4633. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .686 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution or but no significant difference in the managerial group distribution. A mean of 3.207 indicates that the overall results are inconclusive for this statement, and an SD of 1.4633 shows a moderate deviation from the mean.

**5.7.11.2 Team training improves productivity of the team.** Out of 256 respondents, 134(52.3%) strongly agreed that team training improved productivity of the team, 88(34.4%) agreed, 20(7.8%) were unsure, 6(2.3%) disagreed and 8(3.1%) strongly disagreed that team training improved productivity of the team. The mean works out to 3.703, median 4.0, mode 4.0 and the SD 1.2166. The ANOVA test gives us a significance level of .408 for sector wise distribution between the groups and .761 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.703 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.2166 shows a moderate deviation from the mean.

**5.7.11.3 A Formal team training calendar exists for the organisation.** Out of 256 respondents, 31(12.1%) strongly agreed that a Formal team training calendar exists for the organisation participation by team members was extensive, 64(25.0%) agreed, 30(11.7%) were unsure, 66(25.8%) disagreed and 65(25.4%) strongly disagreed that a Formal team training calendar exists for the organisation participation by team members was extensive. The mean works out to 2.727, median 2.0, mode 2.0 and the SD 1.3931. The ANOVA test gives us a significance level of .761 for sector wise distribution between the groups and .055 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.727 indicates that the overall results are inconclusive for this statement, and an SD of 1.3931 shows a moderate deviation from the mean.

**5.7.11.4 Team training requirements are outsourced.** Out of 256 respondents, 32(12.5%) strongly agreed that team training requirements were outsourced, 70(27.3%) agreed, 35(13.7%) were unsure, 69(27.0%) disagreed and 50(19.5%) strongly disagreed that team training requirements were outsourced. The mean works out to 2.863, median 3.0, mode 4.0 and the SD 1.3463. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .690 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A mean of 2.863 indicates that the overall results are inconclusive for this statement, and an SD of 1.3463 shows a moderate deviation from the mean.

## **5.7.12 Team Structure.**

**5.7.12.1 The team structure is laid down formally in the organisation.** Out of 256 respondents, 94(36.7%) strongly agreed that the team structure was laid down formally in the organisation, 104(40.6%) agreed, 15(5.9%) were unsure, 23(9.0%) disagreed and 20(7.8%) strongly disagreed that the team structure was laid down formally in the organisation. The mean works out to 3.895, median 4.0, mode 4.0 and the SD 1.2178. The ANOVA test gives us a significance level of .001 for sector wise distribution between the groups and .449 for managerial levels between various groups, thereby indicating a significant difference in either wise distribution but a significant difference in the managerial group distribution. A mean of 3.895

indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.2178 shows a moderate deviation from the mean.

**5.7.12.2 Team has members from all required specialisations.** Out of 256 respondents, 103(40.2%) strongly agreed that the team had members from all required specialisations, 121(47.3%) agreed, 13(5.1%) were unsure, 8(3.1%) disagreed and 11(4.3%) strongly disagreed that team had members from all required specialisations. The mean works out to 4.160, median 4.0, mode 4.0 and the SD 0.9710. The ANOVA test gives us a significance level of .488 for sector wise distribution between the groups and .017 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution but a significant difference in the managerial group distribution. A mean of 4.160 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.9710 shows a minor deviation from the mean.

**5.7.12.3 Team members often change frequently.** Out of 256 respondents, 25(9.8%) strongly agreed that team members often changed frequently, 38(14.8%) agreed, 27(10.5%) were unsure, 60(23.4%) disagreed and 106(41.4%) strongly disagreed that the team members changed frequently. The mean works out to 2.281, median 2.0, mode 1.0 and the SD 1.3859. The ANOVA test gives us a significance level of .291 for sector wise distribution between the groups and .238 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.281 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.3859 shows a moderate deviation from the mean.

**5.7.12.4 The weakest link in the team is the cause of its failure.** Out of 256 respondents, 30(11.7%) strongly agreed that the weakest link in the team was the cause of its failure, 68(26.6%) agreed, 35(13.7%) were unsure, 71(27.7%) disagreed and 52(20.3%) strongly disagreed that the weakest link in the team was the cause of its failure. The mean works out to 2.816, median 3.0, mode 2.0 and the SD 1.3407. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .590 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A mean of 2.816 indicates that the overall results are inconclusive for this statement, and an SD of 1.3407 shows a moderate deviation from the mean.

**5.7.12.5 The team members feel themselves to be a part of the team.** Out of 256 respondents, 129(50.4%) strongly agreed that the team members felt themselves to be a part of the team, 93(36.3%) agreed, 14(5.5%) were unsure, 14(5.5%) disagreed and 6(2.3%) strongly disagreed that the team members felt themselves to be a part of the team. The mean works out to 4.270, median 5.0, mode 5.0 and the SD 0.9588. The ANOVA test gives us a significance level of .386 for sector wise distribution between the groups and .799 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.270 indicates that the overall results are

in conformity with 'Agree' for this statement and an SD of 0.9588 shows a minor deviation from the mean.

### **5.7.13 Creation of a Team.**

**5.7.13.1 Challenges do not bring out better performance within the team.** Out of 256 respondents, 18(7.0%) strongly agreed that challenges brought out better performance within the team, 15(5.9%) agreed, 5(2.0%) were unsure, 11(4.3%) disagreed and 207(80.9%) strongly disagreed that challenges brought out better performance within the team. The mean works out to 1.539, median 1.0, mode 1.0 and the SD 1.2201. The ANOVA test gives us a significance level of .001 for sector wise distribution between the groups and .005 for managerial levels between various groups, thereby indicating a significant difference in both the sector wise distribution and managerial group distribution. A mean of 1.539 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.2201 shows a moderate deviation from the mean.

**5.7.13.2 Difficulties lead to conflict within the team.** Out of 256 respondents, 24(9.4%) strongly agreed that difficulties led to conflict within the team, 58(22.7%) agreed, 34(13.3%) were unsure, 65(25.4%) disagreed and 75(29.5%) strongly disagreed that difficulties led to conflict within the team. The mean works out to 2.574, median 2.0, mode 1.0 and the SD 1.3614. The ANOVA test gives us a significance level of .950 for sector wise distribution between the groups and .173 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.574 indicates that the overall results are inconclusive for this statement, and an SD of 1.3614 shows a moderate deviation from the mean.

**5.7.13.3 The motivation within the team increases whenever the challenging task is assigned to it.** Out of 256 respondents, 55(21.5%) strongly agreed that the motivation within the team increased whenever the challenging task was assigned to it, 74(28.9%) agreed, 35(13.7%) were unsure, 61(23.8%) disagreed and 31(12.1%) strongly disagreed that the motivation within the team increased whenever the challenging task was assigned to it. The mean works out to 3.238, median 4.0, mode 4.0 and the SD 1.3496. The ANOVA test gives us a significance level of .001 for sector wise distribution between the groups and .475 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A mean of 3.238 indicates that the overall results are inconclusive for this statement and an SD of 1.3496 shows a moderate deviation from the mean.

**5.7.13.4 Good leadership helps the team in facing challenging tasks.** Out of 256 respondents, 160(62.5%) strongly agreed that Good leadership helped the team in facing challenging tasks, 90(35.2%) agreed, 6(2.3%) were unsure, that Good leadership helped the team in facing challenging tasks. The mean works out to 4.602, median 5.0, mode 5.0 and the SD 0.5364. The ANOVA test gives us a significance level of .051 for sector wise distribution between the groups and .225 for managerial levels between various groups, thereby indicating no significant

difference in either sector wise distribution or in the managerial group distribution. A mean of 4.602 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.5364 shows a minor deviation from the mean.

#### **5.7.14 Team opportunities**

##### **5.7.14.1 Teams can be found in all departments/sections of the organisation.**

Out of 256 respondents, 96(37.5%) strongly agreed that teams could be found in all departments/sections of the organisation, 115(44.9%) agreed, 14(5.5%) were unsure, 17(6.6%) disagreed and 14(5.5%) strongly disagreed that teams could be found in all departments/sections of the organisation. The mean works out to 4.023, median 4.0, mode 4.0 and the SD 1.0916. The ANOVA test gives us a significance level of .122 for sector wise distribution between the groups and .518 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.023 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0916 shows a moderate deviation from the mean.

**5.7.14.2 Cross-functional teams exist within the organisation.** Out of 256 respondents, 54(21.1%) strongly agreed that Cross-functional teams existed within the organisation, 101(39.5%) agreed, 38(14.8%) were unsure, 40(15.6%) disagreed and 23(9.0%) strongly disagreed that Cross-functional teams existed within the organisation. The mean works out to 3.480, median 4.0, mode 4.0 and the SD 1.2365. The ANOVA test gives us a significance level of .142 for sector wise distribution between the groups and .006 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution but a significant difference in the managerial group distribution. A mean of 3.480 indicates that the overall results are inconclusive for this statement, and an SD of 1.2365 shows a moderate deviation from the mean.

**5.7.14.3 Good team performance in one department spurs growth of teams within the other departments.** Out of 256 respondents, 44(17.2%) strongly agreed that Good team performance in one department spurs growth of teams within the other departments, 65(25.4%) agreed, 42(16.4%) were unsure, 53(20.7%) disagreed and 52(20.3%) strongly disagreed that Good team performance in one department spurs growth of teams within the other departments. The mean works out to 3.023, median 3.0, mode 4.0 and the SD 1.5616. The ANOVA test gives us a significance level of .999 for sector wise distribution between the groups and .000 for managerial levels between various groups, thereby indicating no significant difference in sector wise distribution but a significant difference in the managerial group distribution. A mean of 3.023 indicates that the overall results are inconclusive for this statement, and an SD of 1.5616 shows a significant deviation from the mean.

**5.7.14.4 Teaming-up opportunities are exploited by the organisation.** Out of 256 respondents, 26(10.2%) strongly agreed that Teaming-up opportunities are exploited by the organisation, 68(26.6%) agreed, 24(9.4%) were unsure, 83(32.4%) disagreed and 55(21.5%) strongly disagreed that Teaming-up opportunities are

exploited by the organisation. The mean works out to 2.715, median 2.0, mode 2.0 and the SD 1.3346. The ANOVA test gives us a significance level of .116 for sector wise distribution between the groups and .150 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.715 indicates that the overall results are inconclusive for this statement, and an SD of 1.3346 shows a moderate deviation from the mean.

### **5.7.15 Teams at the top**

**5.7.15.1 The team effort at the highest levels in the organisation is easy.** Out of 256 respondents, 36(14.1%) strongly agreed that team effort at the highest levels in the organisation was difficult, 31(12.1%) agreed, 31(12.1%) were unsure, 59(23.0%) disagreed and 99(38.7%) strongly disagreed that team effort at the highest levels in the organisation was difficult. The mean works out to 2.398, median 2.0, mode 1.0 and the SD 1.4517. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .000 for managerial levels between various groups, thereby indicating a significant difference in both sector wise distribution and in the managerial group distribution. A mean of 2.398 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.4517 shows a moderate to significant deviation from the mean.

**5.7.15.2 Top hierarchy of the organisation prefers individual decisions vis-à-vis group decision.** Out of 256 respondents, 160(62.5%) strongly agreed that Top hierarchy of the organisation preferred individual decisions vis-à-vis group decision, 85(33.2%) agreed, 9(3.5%) were unsure, 2(.8%) disagreed that top hierarchy of the organisation preferred individual decisions vis-à-vis group decision. The mean works out to 4.574, median 5.0, mode 5.0 and the SD 0.6026. The ANOVA test gives us a significance level of .758 for sector wise distribution between the groups and .074 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.574 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.6026 shows a minor deviation from the mean.

**5.7.15.3 There is difficulty in teambuilding efforts at highest levels of the organisation.** Out of 256 respondents, 189(738%) strongly agreed that there was difficulty in teambuilding efforts at highest levels of the organisation, 57(22.3%) agreed, 8(3.1%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that there was difficulty in teambuilding efforts at highest levels of the organisation. The mean works out to 4.688, median 5.0, mode 5.0 and the SD 0.5908. The ANOVA test gives us a significance level of .452 for sector wise distribution between the groups and .392 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.688 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.5908 shows a minor deviation from the mean.

**5.7.15.4 Top-level management promotes team decisions.** Out of 256 respondents, 98(38.3%) strongly agreed that top-level management promoted team decisions, 121(47.3%) agreed, 13(5.1%) were unsure, 12(4.7%) disagreed and 12(4.7%) strongly disagreed that top-level management promoted team decisions. The mean works out to 4.098, median 4.0, mode 4.0 and the SD 1.0186. The ANOVA test gives us a significance level of .665 for sector wise distribution between the groups and .028 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.098 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0186 shows a moderate deviation from the mean.

#### **5.7.16 Team accountability**

**5.7.16.1 In case of a failure, the entire team is held responsible.** Out of 256 respondents, 11(4.3%) strongly agreed that case of a failure, the entire team was held responsible, 46(18.0%) agreed, 38(14.8%) were unsure, 94(36.7%) disagreed and 67(26.2%) strongly disagreed that case of a failure; the entire team was held responsible. The mean works out to 2.375, median 2.0, mode 2.0 and the SD 1.1749. The ANOVA test gives us a significance level of .844 for sector wise distribution between the groups and .671 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.375 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.1749 shows a moderate deviation from the mean.

**5.7.16.2 The team is accountable to the top management for its actions.** Out of 256 respondents, 27(10.5%) strongly agreed that the team was accountable to the top management for its actions, 67(26.2%) agreed, 24(9.4%) were unsure, 84(32.8%) disagreed and 54(21.1%) strongly disagreed that the team was accountable to the top management for its actions. The mean works out to 2.723, median 2.0, mode 2.0 and the SD 1.3362. The ANOVA test gives us a significance level of .148 for sector wise distribution between the groups and .120 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 2.723 indicates that the overall results are inconclusive for this statement, and an SD of 1.3362 shows a moderate deviation from the mean.

**5.7.16.3 In case of outstanding performance the leader is appreciated more than the team members.** Out of 256 respondents, 122(47.7%) strongly agreed that in case of outstanding performance the leader was appreciated more than the rest of team members, 81(31.6%) agreed, 14(5.5%) were unsure, 14(5.5%) disagreed and 25(9.8%) strongly disagreed that in case of outstanding performance the leader was appreciated more than the team members. The mean works out to 4.020, median 4.0, mode 4.0 and the SD 1.2786. The ANOVA test gives us a significance level of .000 for sector wise distribution between the groups and .738 for managerial levels between various groups, thereby indicating a significant difference in sector wise distribution but no significant difference in the managerial group distribution. A

mean of 4.220 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.2786 shows a moderate deviation from the mean.

**5.7.16.4 It is easier to hold an individual accountable rather than the entire team.** Out of 256 respondents, 168(65.6%) strongly agreed that it was easier to hold an individual accountable rather than the entire team, 83(32.4%) agreed, 3(1.2%) were unsure, 2(.8%) disagreed that it was easier to hold an individual accountable rather than the entire team. The mean works out to 4.629, median 5.0, mode 5.0 and the SD 0.5522. The ANOVA test gives us a significance level of .832 for sector wise distribution between the groups and .858 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.629 indicates that the overall results are in conformity with 'Strongly Agree' for this statement, and an SD of 0.5522 shows a minor deviation from the mean.

### **5.7.17 Promotion of teams**

**5.7.17.1 Higher performance standards promote better teamwork.** Out of 256 respondents, 125(48.8%) strongly agreed that higher performance standards promoted better teamwork, 76(29.7%) agreed, 21(8.2%) were unsure, 18(7.0%) disagreed and 16(6.3%) strongly disagreed that higher performance standards promoted better teamwork. The mean works out to 4.078, median 4.0, mode 5.0 and the SD 1.1889. The ANOVA test gives us a significance level of .861 for sector wise distribution between the groups and .113 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.078 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1889 shows a moderate deviation from the mean.

**5.7.17.2 The team tends to achieve high standards whenever team cohesion is better.** Out of 256 respondents, 160(62.5%) strongly agreed that teams tend to achieve high standards whenever team cohesion was better, 84(32.8%) agreed, 8(3.1%) were unsure, 1(.4%) disagreed and 3(1.2%) strongly disagreed that teams tend to achieve high standards whenever team cohesion was better. The mean works out to 4.551, median 5.0, mode 5.0 and the SD 0.6898. The ANOVA test gives us a significance level of .856 for sector wise distribution between the groups and .773 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.551 indicates that the overall results are in conformity with 'Strongly Agree' for this statement and an SD of 0.6898 shows a minor deviation from the mean.

### **5.7.18 Hierarchy and teams**

**5.7.18.1 The organisation has strong hierarchy system.** Out of 256 respondents, 127(49.6%) strongly agreed that the organisation had strong hierarchy system, 118(46.1%) agreed, 9(3.5%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that the organisation had strong hierarchy system. The mean works out to

4.441, median 4.0, mode 4.0 and the SD 0.6235. The ANOVA test gives us a significance level of .043 for sector wise distribution between the groups and .064 for managerial levels between various groups, thereby indicating a significant difference in either wise distribution but no significant difference in the managerial group distribution. A mean of 4.441 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.6235 shows a minor deviation from the mean.

**5.7.18.2 Hierarchy is given a lot of stress within the team.** Out of 256 respondents, 96(37.5%) strongly agreed that hierarchy was given a lot of stress within the team, 116(45.3%) agreed, 15(5.9%) were unsure, 17(6.6%) disagreed and 12(4.7%) strongly disagreed that hierarchy was given a lot of stress within the team. The mean works out to 4.043, median 4.0, mode 4.0 and the SD 1.0600. The ANOVA test gives us a significance level of .524 for sector wise distribution between the groups and .736 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.043 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.0600 shows a moderate deviation from the mean.

**5.7.18.3 Decision-making within the team is hierarchy based.** Out of 256 respondents, 66(25.8%) strongly agreed that decision-making within the team was hierarchy based, 120(46.9%) agreed, 24(9.4%) were unsure, 24(9.4%) disagreed and 22(8.6%) strongly disagreed that decision-making within the team was hierarchy based. The mean works out to 3.719, median 4.0, mode 4.0 and the SD 1.1943. The ANOVA test gives us a significance level of .361 for sector wise distribution between the groups and .465 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 3.719 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 1.1943 shows a moderate deviation from the mean.

**5.7.18.4 Team leadership is hierarchy based.** Out of 256 respondents, 185(72.3%) strongly agreed that team leadership was hierarchy based, 61(23.8%) agreed, 8(3.1%) were unsure, 1(.4%) disagreed and 1(.4%) strongly disagreed that team leadership was hierarchy based. The mean works out to 4.672, median 5.0, mode 5.0 and the SD 0.5955. The ANOVA test gives us a significance level of .226 for sector wise distribution between the groups and .475 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.672 indicates that the overall results are in conformity with 'Strongly Agree' for this statement, and an SD of 0.5955 shows a minor deviation from the mean.

**5.7.18.5 Star performers within the team generally get leadership of the team.** Out of 256 respondents, 10(3.9%) strongly agreed that Star performers within the team generally got leadership of the team, 33(12.9%) agreed, 15(5.9%) were unsure, 86(33.6%) disagreed and 112(43.8%) strongly disagreed that star performers within the team generally got leadership of the team. The mean works out to 1.996, median

2.0, mode 1.0 and the SD 1.1699. The ANOVA test gives us a significance level of .726 for sector wise distribution between the groups and .327 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1,996 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 1.1699 shows a moderate deviation from the mean.

## **5.8 Analysis of Responses: Section IIA**

**5.8.1 Team building is necessary for the success of the organisation.** Out of 256 respondents, 202(78.9%) agreed with the statement and 54(21.1%) disagreed that team building was necessary for the organisation. The mean for the response works out to 1.211, median 1.0, mode 1.0 and the SD 0.4088. The ANOVA test gives us a significance level of .772 for sector wise distribution between the groups and 0.933 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.211 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.4088 shows a moderate deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 1.347, df: 2 and sig value: 0.510. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.2 There should be an increase in team work in the organisation.** Out of 256 respondents, 198(77.3%) agreed to the statement and 58(22.7%) disagreed that there should be an increase in teamwork in the organisation. The mean for the response works out to 1.227, median 1.0, mode 1.0 and the SD .4194. The ANOVA test gives us a significance level of .075 for sector wise distribution between the groups and 0.961 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.227 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.4194 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 0.295, df: 2 and sig value: 0.863. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.3 Team work should replace individual work.** Out of 256 respondents, 173(67.6%) agreed to the statement and 83(32.4%) disagreed that teamwork should replace individual work. The mean for the response works out to 1.324, median 1.0, mode 1.0 and the SD 0.4690. The ANOVA test gives us a significance level of .228 for sector wise distribution between the groups and 0.986 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.342 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.4690 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 0.084 df: 2 and sig value: 0.959. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.4 Teaming up at the top (CEO/CMD) level is most difficult.** Out of 256 respondents, 208(81.3%) agreed to the statement and 48(18.8%) disagreed that teaming up at the top was difficult. The mean for the response works out to 1.188, median 1.0, mode 1.0 and the SD 0.3911. The ANOVA test gives us a significance level of .098 for sector wise distribution between the groups and 0.609 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.188 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.9710 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 0.959, df: 2 and sig value: 0.619. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.5 External consultants can improve team's performance.** Out of 256 respondents, 216(84.4%) agreed to the statement and 40(15.6%) disagreed that external consultants could improve the performance of the team. The mean for the response works out to 1.156, median 1.0, mode 1.0 and the SD 0.3638. The ANOVA test gives us a significance level of .655 for sector wise distribution between the groups and 0.980 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 4.16 indicates that the overall results are in conformity with 'Agree' for this statement, and an SD of 0.9710 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 1.735, df: 2 and sig value: 0.980. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.6 Your team has failed often.** Out of 256 respondents, 37(14.5%) agreed to the statement and 219(85.5%) disagreed that their team had often failed. The mean for the response works out to 1.855, median 2.0, mode 2.0 and the SD 0.3532. The ANOVA test gives us a significance level of .657 for sector wise distribution between the groups and 0.499 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.855 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.3532 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 2.768, df: 2 and sig value: 0.251. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.7 A successful team promotes team building in the organisation.** Out of 256 respondents, 227(88.7%) agreed to the statement and 29(11.3%) disagreed that successful teams promote teambuilding in the organisation. The mean works out to 1.113, median 1.0, mode 1.0 and the SD 0.3176. The ANOVA test gives us a significance level of .661 for sector wise distribution between the groups and 0.707 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.113 indicates that the overall results are in conformity with 'Agree' for this statement and an SD of 0.3176 shows a minor deviation from the mean. When

Chi-Square test is carried out the following values are obtained, Chi Square value: .164, df: 2 and sig value: 0.921. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.8 A team's output is better if it is encouraged by the organisation.** Out of 256 respondents, 234(91.4 %) agreed to the statement and 22(8.6%) disagreed that a team's output was better if it was encouraged by the organisation. The mean works out to 1.086, median 1.0, mode 1.0 and the SD 0.2808. The ANOVA test gives us a significance level of .223 for sector wise distribution between the groups and 0.802 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.086 indicates that the overall results are in conformity with 'Agree' for this statement, and an SD of 0.2808 shows a minor deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 0.071, df: 2 and sig value: 0.810. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.9 Teams are the primary unit of performance for increasing number of organisations.** Out of 256 respondents, 139(54.3%) agreed to the statement and 117(45.7%) disagreed that teams were the primary unit of performance for increasing number of organisations and not individuals. The mean for the response works out to 1.457, median 1.0, mode 1.0 and the SD 0.4991. The ANOVA test gives us a significance level of .289 for sector wise distribution between the groups and 0.344 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.457 indicates that the overall results are in conformity with 'Agree' for this statement, and an SD of 0.4991 shows a moderate deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 1.347, df: 2 and sig value: 0.510. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.

**5.8.10 There should be more and regular team-building sessions.** Out of 256 respondents, 172(67.2%) agreed to the statement and 84(32.8%) disagreed that there should more and regular teambuilding sessions in the organisation. The mean of the responses works out to 1.328, median 1.0, mode 1.0 and the SD 0.4705. The ANOVA test gives us a significance level of .027 for sector wise distribution between the groups and 0.992 for managerial levels between various groups, thereby indicating no significant difference in either sector wise distribution or in the managerial group distribution. A mean of 1.328 indicates that the overall results are in conformity with 'Disagree' for this statement and an SD of 0.4705 shows a significant deviation from the mean. When Chi-Square test is carried out the following values are obtained, Chi Square value: 0.09, df: 2 and sig value: 0.996. Since the sig value is more than the Alpha value of 0.05, the null hypothesis is not rejected.