

TEAMS IN ORGANIZATIONS
(A Case Study of Nepal Telecom)

A THESIS

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RECOMMENDATION

This is to certify that the thesis

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Entitled:

TEAMS IN ORGANIZATION
(A CASE STUDY OF NEPAL TELECOM)

Has been prepared as approved by this Department in the prescribed format for the Faculty of Management. This thesis is forwarded for examination.

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DECLARATION

I hereby declare that the work reported in this thesis entitled **TEAMS IN ORGANIZATION (A case study of Nepal Telecom)** submitted to Nepal commerce Campus, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the Master's Degree of Business Studies (M.B.S.) under the supervision of **Dr. Bhuba Prasad Tripathi**.

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LIST OF ABBREVIATION

%	:	Percentage
B.S.	:	Bikram Sambat
C.V.	:	Coefficient of variation
Etc	:	et. Cetera
Ex	:	Example
f	:	Frequency
i.e.		that is
Ltd	:	Limited
NT	:	Nepal Telecom
p.	:	page
Pvt	:	Private
S.D.	:	Standard Deviation
T.U.	:	Tribhuvan University

CHAPTER I

Introduction

1.1 Background of the study

Nepal Telecom - Introduction

In Nepal, operating any form of telecommunication service dates back to 94 years in B.S. 1970. But formally telecom service was provided mainly after the establishment of MOHAN AKASHWANI in B.S. 2005. Later as per the plan formulated in First National Five year plan (2012-2017); Telecommunication Department was established in B.S.2016. To modernize the telecommunications services and to expand the services, during third five-year plan (2023-2028), Telecommunication Department was converted into Telecommunications Development Board in B.S.2026. After the enactment of Communications Corporation Act 2028, it was formally established as fully owned Government Corporation called Nepal Telecommunications Corporation in B.S. 2032 for the purpose of providing telecommunications services to Nepalese People. After serving the nation for 29 years with great pride and a sense of accomplishment, Nepal Telecommunication Corporation was transformed into Nepal Doorsanchar Company Limited from Baisakh 1, 2061. Nepal Doorsanchar Company Limited is a company registered under the companies Act 2053. However the company is known to the general public by the brand name Nepal Telecom as registered trademark.(www.ntc.net.np.com.)

Nepal Telecom has always put its endeavors in providing its valued customers a quality service since its inception. To achieve this goal, technologies best meeting the interest of its customers has always been selected. The nationwide reach of the organization, from urban areas to the economically non- viable most remote locations, is the result of all these efforts that makes this organization different from others.

Definitely Nepal Telecom's widespread reach will assist in the socio-economic development of the urban as well as rural areas, as telecommunications is one of the most important infrastructures required for development. Accordingly in the era of globalization, it is felt that milestones and achievements of the past are not adequate enough to catch up with the global trend in the development of telecommunication

sector and the growth of telecommunication services in the country will be guided by Technology, Declining equipment prices, market growth due to increase in standard life and finally by healthy competition. Converting NT from government owned Monopoly Company to private owned, business oriented, customer focused company in a competitive environment, Nepal Telecom invites its all-probable shareholders in the sacred work of nation building.

Nepal Telecom is a public sector under taking and it is organized under the Act. The organization required to perform managerial function according to the management principles. In order to be successful organization its function needed to organize under certain principle. It requires a continuous search for the methods of managing the organization.

Organizational development is an on going systematic process to implement effective change in an organization. Organization Development is known as both a field of applied behavioral science focused on understanding and managing organizational change and as a field of scientific study and inquiry. It is interdisciplinary in nature and draws on sociology, psychology, and theories of motivation learning and personality.

Organizational development is the behavioral science discipline dedicated to improving organizations and the people in them through the theory and the practice of planned change. Organizational development is a process for teaching people how to solve the problems, take advantage of opportunities, and learn how to do better and better over time.

Organizational development is a process of planned change—change of an organizational culture from one which avoids an examination social process to one which institutionalizes and legitimizes this examination.(Bruke and Hornstein,1972, p.9)¹

As the term suggest, organizational development is about developing (improving) organizations. But it is also about developing individuals. This dual focus is a unique strength of organizational development. Organizational development is an organizational improvement strategy. In the late 1950s and early 1960s, it emerged out of insights from group dynamics and from the theory of

practice of planned change. Today the field offers an integrated framework capable of solving most of the important problems confronting the human side of organizations.

Organizational development is about how people and organizations function and how to get them to function better. The field is based on knowledge from behavioral science discipline such as psychology, social psychology, anthropology, system theory, organizational behavior, organization theory and management. In the process of managing organization managing people is one of the important aspects. While managing people team management is one crucial aspect.

A team is a form of group but has some characteristics in greater degree of interdependency in carrying out task for achieving organizational goals. To achieve the norms, values and goal of any organization there should be team, which especially focused on aims and goals of an organization. Although quality circles groups etc are there in an organization for organizational development. However, team is one of the keys of the organization to its development by achieving its own goal in right time.

To achieve the norms, values, and goals of the organization there should be team, which especially focused on aims and goal of the organization. Although quality circles, groups, etc are there in an organization for organizational development however team is one of the keys of the organization for organizational development by achieving its own goal in right time.

Collaborative management of the work-team culture is a fundamental emphasis of organizational development program. The reality is that much of the organization's work is accomplished directly or indirectly through teams, work team culture exerts a significant influence on individual behaviour.

For an effective team in the organization it should have following characteristics.

- Clear purpose
- Informality
- Participation
- Civilized disagreement
- Consensus decision making
- Open communications
- Clear roles and work assignment
- Shared leadership
- External relations

- Style diversity

1.2 Teams in Organizations.

This is the age of organization. Organizations are important at every level of human life. They surround us. They have become a part and parcel of our life. Most of their life is spent working for organization. Organization needs people and people needs organization.

Organizations are established to achieve certain goals .they have a structure. They have their own technology. They are complex. They operate in dynamic environment. Organizations are established to achieve their respective goal for the Human resources should be managed in such a way that goals can be achieved in time. Human resources can be managed properly in organizations by forming teams. Team is a group whose individual efforts result in positive synergy through coordinating efforts. Its performance is greater than the sum of what its members perform as individuals. The whole is greater than the sum of its parts.

Teams are getting popular in modern organizations. More and more organizations are restructuring themselves around teams to better utilize employee talents. Because of the following reasons, we can say teams are effective to achieve the goal in organizations.

- 1 Its goal is collective performance.
- 2 The outcome is synergy through collective output.
- 3 The accountability is individual and mutual.
- 4 Productivity and satisfaction is high.
- 5 Employee talents and skills are better used.
- 6 No rigid chain of command.

Finally, it is concluded that team is the one of the key of organization. It helps to achieve the organizational goals in time by managing Human resources and other materials, technology etc

1.3 Statement of the problem

The title of this study is **Teams in organizations: A case study of Nepal Telecom**. It is an attempt to study the role of team in an organization. Organizations are established for many purposes, such as production of goods, providing service of different types etc whatsoever the type and nature of the organization might be, without team it cannot achieve its objective.

Researches have been conducted to study the role of team in the organization. One of the studies conducted by **John Armitt, Deputy Managing director of John Laing International Limited, addressed a British Institute of Management conference on the theme of _Creating commitment in project based industries in 1985**. After this study he concluded that No one can conceptualize, design, construct and commission a project. It requires the efforts and skills of many people and the successful projects occur when individual skills are brought together at right time with the individuals having a personal desire to succeed with what they are doing and having a commitment to the achievement of the common goal.

From the study of the research on team we can say that team is essential for the systematic progress of the organizations as well as individual. Teams are the group of people who co-operate to carry out a joint task. They may be assigned to different work roles or be allowed to sort them out between themselves and change jobs when they feel like it. In the context of Nepal, many organizations are there. Out of them Nepal Telecom is one of the well-established organization known. Nepal telecom is providing PSTN, CDMA, SKY phone, Post-paid mobile and pre-paid mobile service to 535481, 173856, 340920,101380 and 1716468 customers respectively. To provide such service there should be teamwork in Nepal Telecom. Without teamwork, it is very difficult for an organization to develop. This study tries to focus on the way of team formulation, its power relation as well as its flow works. It will also study how we the team can formulate to provide efficient service to the shareholders.

So this study is directed to explore the following research questions.

1. Whether there is team management system in the organization under study?
2. At what level of management the teamwork exist in the Nepal Telecom.
3. What is the feeling of team members regarding the team and team leader?
4. How the team members feel about the management?

1.4 Focus of the study

This study focuses on effect of team in the organizations. (Nepal Telecom) to achieve its aim and goal in right time. Team refers to group of people who shares same interest, vision, mission and beliefs to a great extent. It is widely accepted that teamwork is one of the keys to success of an organization because an individual's effort alone cannot make a great change in any sector whereas, even seeming impossible work can be done easily with the collective effort of team.

The most important single group of interventions in organizational development are team-building activities, the goals of which are the improvement and increased effectiveness of various teams with in the organization. Some interventions focus on the intact work team composed of boss and sub-ordinates, which call the formal group. Other interventions focus on special teams such as start up teams, newly constituted teams due to mergers, organization structure changes or plant startups, task forces, cross-functional project teams and committees.

The focus of this study is how the team building and team play an important role in an organization for its development and the effectiveness of various teams within the organization.

1.5 Objective of the study

- 1) To analyze the role of team building in the organization.
- 2) To identify the effect of team in organizational development.
- 3) To analyze, how the team affects organizational performance.
- 4) To analyze the role of team development in the creation of conducive environment in the organization.

1.6 Significance of the study

In Nepal, there is less availability of research and articles related to importance of team in organizational development of an organization. As team is one of the important aspects of the organization and has great contribution in the organization for its development and increase the individual's skill.

This study will be meaningful reference to the people having interest in team building in the organization. This will be useful for reference Telecom management.

Furthermore, this will be useful for teacher and students related to organizational development.

1.7 Limitation of the study

1. This study is mainly concentrated on **NEPAL TELECOM**.
2. This study is based on primary data.
3. This study concentrated only on those factors, which are related with organizational development.

1. 8 Research Methodology

1. Research Design

Research Design will be basically the study of the role of team in Nepal Telecom. Analytical and descriptive approaches are used to evaluate the effect of team in the organization .The points are discussed based on primary data.

2. Population and Sample

This study tries to find out effect of team in the organizational development of Nepal Telecom. The managerial and operative level employees are the respondent of this study. The number of respondent will be 120.

3. Sources of data

This study will be based on primary sources of data. However secondary data can be used wherever necessary.

4. Data analysis tools

1. Arithmetic mean
2. Standard deviation
3. Coefficient of Variation

5. Organization of the study

This study will be organized in to the following chapters.

Chapter1: Introduction

This chapter includes background of the study, statement of problem, objective of the study, significance / importance of the study and limitation of the study.

Chapter II: Review of literature

It deals with conceptual / theoretical review and review of related studies.

Chapter III: Research Methodology

It includes research design, population and sample, sources of data, data collection, techniques and data analysis tools, limitation of methodology and review of related studies.

Chapter IV: Data presentation and Analysis

It tries to analyze and evaluate data through various tools and interprets major findings of the study.

Chapter V: Summary, conclusion and Recommendations

This chapter summarize the study, create conclusions and recommends suggestions.

CHAPTER - II

Review of Literature

Review of literature is an essential part of all studies. It helps the researcher to develop a thorough understanding of previous research works that relate the present study. This chapter is concerned with review of literature relevant to the teams in the organizations. This chapter is categorized in to conceptual review, review of related thesis and review of related articles.

2.1 Conceptual Review:

In this chapter we will be focusing over the theoretical as well as conceptual basis about team organizational management. The conceptual frame work will be categorized in to organizational development, team, types of teams, characteristics of teams, team management and teams in organizations.

2.1.1 Organizational Development:

Organizational development is a systematic process for applying behavioral science, principles and practices in organizations to increase individual as well as organizational effectiveness. Organizational development is an organizational improvement strategy. In the late 1950s and early 1960s, it emerged out from the insights of group dynamics and from the theory and practices of planned changing behaviors. Such a group dynamics has an integrated framework which has been capable of solving the important problem by confronting the human side of an organization.

Organization development is the process with how the people and organization function and how to get them to function better. It is based on ideas from behavioral science and its disciplines such as psychology, sociology, social psychology, anthropology, system theory, organizational behavior, organization theory and management. Organizational development practitioners are resultants trained in the theory and practice of organizational development with knowledge from underlying behavioral science.

Organizational development is an effort (1) planned, (2) organization-wide and (3) managed from the top, to (4) increased organization effectiveness and health through (5) planned interventions in the organizations process using behavioral science knowledge. (Beckhard, 1969, p.9)²

Organizational development is a response to change a complex educational strategy intended to change the beliefs, attitudes, values and structures of organizations so that they can better adapt to new technologies, markets and challenges and the dizzying rate of change it. (Bennis G. Warren,1969, p.2)³

Organizational development can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive self analytic methods. (Schmuck and Miles, 1971, p.2)⁴

Organizational development is a set of behavioral science-based theories, values, strategies and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members on the job behaviors. (Porras .and Robertson ., 1992 , p. 272)⁵

2.1.2 Team

The word team is used often in simple manner. Sometimes merely it is taken as a synonym for group. But, there is no synonymous feature of team to define as group. It can be distinguished from the meaning of group.

A team is a group in which the individuals have a common aim and in which the jobs and skills of each member fit with those of others, as to take a very mechanical and static analogy- in a jig saw puzzle pieces fit together without distortion and together produce some overall pattern. (Bernard Babington Smith)

A team is a form of group, but has some characteristics in greater degree than ordinary groups, including higher commitment to common goals and a higher degree of interdependency and interaction.

There is a interrelationship between team and organization. Each and every organization established to achieve its goals. To achieve the goal of the organization all the members of it has committed and taken responsibility for their work. To do work easily in the organization, many teams are developed. By many teams work can

be completed quickly, conveniently and effectively. The team can do better than an individual in organization. The collective performance is greater than the total performance of members as individuals.

2.1.3 Types of Team

Team can be developed in the organization different teams are found. It has a developmental process of team. We find following different forms of team:

- a) Problem solving Team.
- a) Cross functional team.
- b) Virtual Teams
- c) Self Management Teams

a. Problem Solving Team

In this team, members discuss for the ways of improving quality, efficiency and work environment. They are formed from a same department and they discuss for making suggestions and ideas but they do not possess the authority to make decisions.

b. Cross Functional Team

They consist members from different work- areas. The level of members is same. Members are experts in different specialties. They develop new ideas, solve problems, exchange information and coordinate complex projects.

c. Virtual Teams:

They are based on information technology and computers. Members are physically in distance. There is no any face-to-face interaction. They collaborate on-line to achieve a common goal.

d. Self-managed Team:

They are Self-managed teams. They solve problems, implement decisions and they take full responsibilities for the outcome. Members perform interdependent jobs. They evaluate each other's performance.

Advantages of Team work in the organization

- 1 Members work collectively to achieve specific team goals. Their performance is high.
- 2 Members have authority to make decisions that affect them. Decision making is decentralized.

- 3 There is no rigid chain of command.
- 4 Productivity and satisfaction is high, stress is low.
- 5 Performance evaluation is made by members themselves.
- 6 Employees talents and skills are better utilized.
- 7 Climate of creativity and innovation is created.

2.1.4 Characteristics of Team

- 1 The atmosphere tends to be relaxed, comfortable and informal.
- 2 The groups_ task is well understood and accepted by the members.
- 3 The members listen well to each other, a lot of task will be accomplished and relevant discussion with full participation of members.
- 4 People express both their feelings and ideas.
- 5 Conflict and disagreement are present but are centered around ideas and methods not personalities and people.
- 6 The group is self conscious about its operation.
- 7 Decisions are usually based on consensus, not the majority of votes.
- 8 It has clear purpose (defined and accepted vision, mission, goal or task and action plan).
- 9 There is open communication in teams.
- 10 Team has broad spectrum of group process and task skills.
- 11 In addition to a formal leader, everyone shares in effective leadership behaviors.
- 12 The team pays attention to developing outside relationships, resources, credibility.
- 13 In team there is much discussion with everyone so all are encouraged to participate.
- 14 Periodic evaluation of how well the team is functioning.
- 15 A team is a small group.
- 16 Its goal is collective performance. It is guided by specific team goals.
- 17 It is self-directing and self managing.
- 18 The accountability is individual and mutual.
- 19 Members discuss and decide through active problem-solving meetings. They do real work. They are action-oriented.

2.1.5 Team Management

Effective team management can be done through the following techniques:

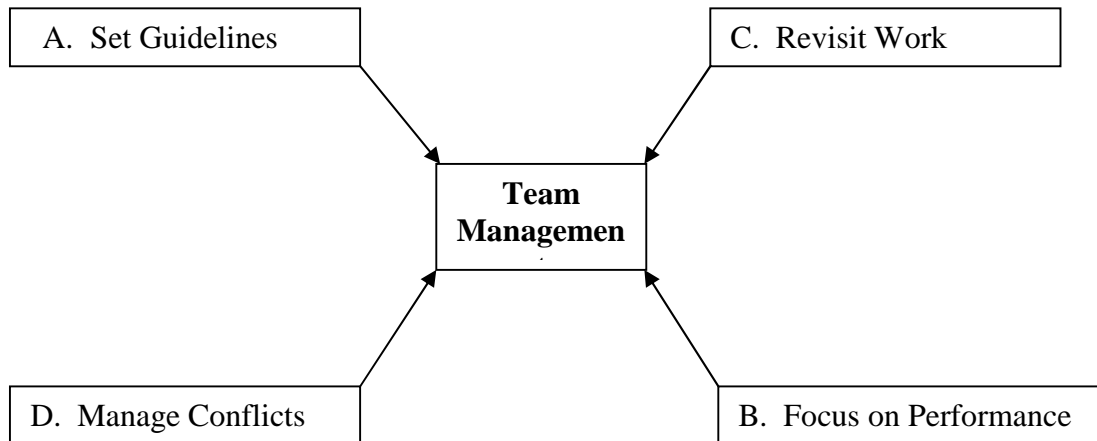


Figure 1: Team Management Techniques.

A. Set Guidelines:

Teams differ greatly in their functions and activities. They should have:

- 1) Clearly defined goals. Members should have clear understanding of the goals. Goals should be achievable.
- 2) Specific authority and responsibility.
- 3) Optimal size (5 to 10 is ideal.)
- 4) Chairperson to chair the discussions.
- 5) Focus on issues, not personalities.

B. Focus on Performance.

- 1) Provide performance challenges to teams through specific issues.
- 2) Skills of team members should be appropriate and relevant. Members should be provided with training.
- 3) Accountability of team should be laid down clearly.
- 4) Evaluation should be a continuous process.
- 5) Provide rewards for team and individual members.
- 6) Commitment of team members should be in total.

C. Revisit Work Design:

Team effectiveness is affected by behavioral factors in work design. The following components of work design should be continuously revisited to maintain and increase team effectiveness.

1. **Autonomy:** It is responsibility for what one does. It provides freedom in decision making.
2. **Skill variety:** It is variety in the use of abilities and skills. Lack of variety leads to boredom.
3. **Task Identity:** it is doing the whole piece of work. It provides a sense of accomplishment.
4. **Task Significance:** it is the feeling that the work has meaning to people inside and outside the organization.

D. Manage Conflicts:

Functional conflict is essential for teams. But it should be managed to teams_ advantages in a creative way, especially by:

- i) Creating mutual trust among members.
 - ii) Unified commitment to team goals.
 - iii) Open communication.
 - iv) Adequate negotiating skills.
- Effective leadership with relevant skills.

2.2 Review of Related thesis

There has been no research on the teams to the knowledge of the researcher.

2.3 Review of Related Articles:

Here the effort will be made to review of related articles written other than Nepalese context.

"Entrepreneurship reconsidered: the team as hero" deals with the concept of team derived from historical myth.

American myth tries to define the team actors as two kind of identity as entrepreneurial heroes and industrial drones. The myth about the entrepreneur heroes suggests the personality who builds the big ideas and goes on with developing the

organization. It can be taken up with innovation of technological uses and organizational solutions. They are men who apply their imagination and dare to accomplish the work by their effort. Americans have the spirit of making effort as they believe that "American you can go from rags to riches." Industrial drones goes with the heroes for working out in organization. Average workers are called the drones that are unable to work with their own minds or imaginations. They need the directions from above. The drones are governed by the rules and values that the entrepreneurial heroes planned for. The process continues and makes the value of workers at all levels adding their values not solely but by discovering opportunity for improvement of product and process. (Reich Robert B, 1987 p. 77-83) ⁶

In this paradigm, entrepreneurship is not the sole province of the company's founder or its top manger. Rather it is a capability and attitude that is defused throughout the company. So, it initiates the collective entrepreneurship that entails close working relationships among people at all stages of the process. The collective entrepreneurship represents the path toward an economic future that is promising for both managers and workers.

A case study about the possibility of replacing assembly line in a motor plant by a team conducted in Nissan and General Motors in 1970s showed mixed result. In the Nissan factory, the work force of 1900 has been broken down in to teams, each responsible for one part of production. There is no distinction between jobs: each member can do another member's job. it is said that no one talks about 'My job' rather they use the phrase 'our job'. They distribute dull jobs among all team members, discuss about the production, solve problems and express dissatisfaction, if any. It is concluded that team work has brought positive result showing the possibility of replacing system of assembly line.

Un like Nissan case, in General motors' team work has not been found to be effective. When the workers in group were asked about their preference, some of them expressed their desire to work on the assembly line. Although it seemed rather surprising, the reason they gave for their choice was valid. According to them, the job on assembly line was much easier than the group work in which they had to take additional responsibility. Moreover there was problem in managing a large number of parts ready to be used by the team members. It was also noticed that team work cannot bring good result unless each member is a self motivated leader who is always

aware of the standard of the production and his responsibility. This study did not show any possibility of replacing assembly line by team. (Adair John,1986,p.102-103)⁷

“Enhancing the effectiveness of cross- functional teams” deals with the effectiveness of the teamwork in an organization.

This study was conducted in one of the largest transit companies in the United States, founded in 1960 to provide public bus services for a large metropolitan area. In this company, all the management employees enrolled in an eleven days, mandatory training programme entitled “Leadership 2000”. At the culmination of the training, they participated thirty-five cross-functional teams, known as “Project for change”, which enable participants to:

- . Practice the knowledge and skills they learned in the Leadership 2000 programme,
- . Help the company’s transition to a new organizational culture of empowered employees and
- . Ultimately to improve the quality and efficiency of the transit services.

The factors which were identified as inhabiting the success of team were: distrust between the executive staff and the employees scheduling the problems for the team meetings, lack of support by the sponsor and executive staff, the members dropping out and not following through on assignment, team lacking the resources to complete the project and an organizational culture “no change wanted here”.

During the interview process participants were asked to identify ways of improving the performance of the future cross-functional teams and the following recommendation were made:

- Clear dead lines by which to complete the project monthly status reports required.
- Greater clarity about the boundaries of the project.
- Clear rewards for the completing the projects and clear repercussions for the not completing the project.
- Advertise what teams are doing.

After the completion of the study, it is conclude that Organizations are increasingly using cross-functional teams to address broad scale organizational problems and the potential of such team is undeniable. Bringing a cross –functional perspective to organizational problems helps bring understanding, problem solving capabilities, coordination , communication and ultimately, improved quality and productivity. (Rebecca A. Proehl,1996 p. 3-10)⁸

CHAPTER III

Research Methodology

Research Methodology is the study of methods used in different disciplines. This chapter contains the discussion about the methods and processes that has been used for the study and analysis of role use of team in the organization. It includes general introduction and method of data analysis. Team management is not a popular area of research in general. There is shortage of extensive study in this subject in the national level in particular and international area in general. It is a hard topic in itself. The topic is selected for the study in Nepalese context.

The researcher encountered different problems in designing the study because of the widely accepted theories on the subject. The present study assumes team management in organization as on independent variable and organization management as dependent variable.

3.1. General Introduction:

In Research methodology, different types of research and their principles, process, methods, techniques and tools are studied. This study helps to conclude the importance of team in the organizations to achieve the goal in right time.

3.2. Research Design:

Research design serves as a framework for the study, guiding the collection and analysis of data, the research instruments to be utilized, and the sampling plan, to be followed. Kerlinger (1986) describes a research design as the plan, structure and strategy of investigation conceives so as to obtain answers to research questions and to control variance. Descriptive and analytical research design have been used in this study.

3.3. Sources of data:

This study is conducted on the basis of primary data. The data required for the analysis are directly obtained from the respondents. The primary data were collected for the study from Nepal Telecom. The question items were developed after the study of team's process in organization.

In order to get the opinion of the respondent were asked to select the five choices in each of the question on a 1 - 5 scale where

1. Does not describe me at all.
2. Does not describe me very well
3. Describes me somewhat
4. Describes me well
5. Describes me very well.

Demographic profiles of respondent (age, sex, education, job status and marital status) were also gathered.

The questionnaire deal with the following aspect of team management;

1. To what extent do you believe that team work is needed to accomplish result in your organization
2. To what extent does your top management is committed to team building in your organization.
3. Is team work mentioned in any of your company statement?
4. To what extent developing an effective work team part of the requirement in your performance review.
5. To what extent the work units (Department, Branch etc) in your organization had engaged in some type of team building activity.
6. To what extent do you face the obstacles in team building in your organization?
7. I normally take the responsibility for getting the team to agree on what meeting should accomplish.
8. I tend to summarize to other team members what the team has accomplished so far.
9. I am usually the person who helps other team members overcome their disagreements
10. I try to ensure that everyone gets heard on issues.
11. I am usually the person who helps the team determine how to organize the discussion.
12. I praise other team members for their ideas more than do others in the meetings.
13. People tend to rely on me to keep track of what has been said in meeting.
14. The team typically counts on me to prevent debates from getting out of hand.
15. I tend to say things that make the group feel optimistic about its accomplishment.

16. Team members usually count on me to give everyone a chance to speak.
17. In most meeting, I am less likely than others to put down the ideas of teammates.
18. I actively help teammates to receive differences in meetings.
19. I actively encourage quiet team members to describe their ideas on each issue.
20. People tend to rely on me to clarify the purpose of the meeting.
21. I like to be the person who takes notes or minuets of the meeting.

3.4. Population and sample:

In this study the research was performed in the Nepal Telecom. For the selection of respondent the list of manage on each team was obtained from Nepal Telecom. The required number of manager was selected based on judgmental sampling representing operating low and middle level management. Altogether 150 employees have received the questions and from 120 employees, effective was received.

3.4.1 Details of Sample

Table No. 3.1

Level of employees	Selected sample	Responses
Operating Level	50	40
Lower Level	74	64
Middle Level	26	16

In Operating level 50 employees are selected but only 40 employees responded. Similarly, in Lower level 64 employees responded among 74 employees. And in Middle level 16 employees responded out of 26 employees selected.

3.5. Data Collection Procedure:

Data have been collected through questionnaire method. Team management is the key factor of organization development. This study made effort to explore the feelings of team members using 1 to 5 scale questionnaires however secondary sources were also used in the process of collecting information. The questionnaire was designed to acquire the perception, view and attitude of the team members.

3.6. Methods of data Analysis:

In this study, various statistical tools have been used. The SPSS soft ware was used to analyze the data. In the process of analysis, The mean, Standard Deviation and coefficient of Variation was calculated to find the value of the opinion expressed by respondents.

3.6.1 Statistical tools

After the collection, organization and the presentation of data, the next step is to analyze the data. In this study, various statistical tools like mean, standard deviation, coefficient of variation etc. have been used to analysis the data. The following tools are used in the analysis of the importance of the teams in the organization.

3.6.2 Arithmetic mean (Average):

It represents the entire data by a single value. It provides the gist and gives bird's eye view of the huge mass of unwieldy numerical data. It is calculated as:

$$\bar{X} = \frac{\sum X}{N}$$

Where: \bar{X} = Arithmetic mean
 N = Number of observations
 $\sum X$ = Sum of observations

3.6.3 Standard deviation (S.D)

The measurement of the scatter ness of the mass of figures in a series about an average is known as dispersion. The standard deviation measures the absolute dispersion. Standard deviation usually denoted by the letter σ (sigma the Greek alphabet) was first suggested by Karl Pearson as a measure of dispersion. It is defined as the positive square root of the arithmetic mean of the squares of the deviations of the given observations from arithmetic mean as is given by

$$\sigma = \sqrt{\frac{1}{n} \sum (x - \bar{x})^2}$$

where, $\bar{x} = \frac{1}{n} \sum x$ is the arithmetic mean of the given values.

The greater the standard deviation, the greater the dispersion or variability and the greater will be the magnitude of the variation of the values from the mean. In other words, a small standard deviation means a high degree of uniformity of the

observations as well as homogeneity of series. Thus, the standard deviation is extremely useful in judging the representativeness of the mean.

3.6.4 Coefficient of variance (C.V)

Standard deviation is only an absolute measure of dispersion, depending upon the units of measurement. The relative measure of dispersion based on standard deviation is called the coefficient of standard (Gupta, 1993).

$$CV = \frac{s}{x} \times 100\%$$

It is given by:

For the comparing the variability of the two distributions, C.V. is computed of each distribution. A distribution with smaller C.V. is said to less variable or more consistent or more homogeneous or uniform or more stable or more consistent or more equitable than other.

A distribution having greater C .V. is said to be more heterogeneous, more variable, less consistent, less uniform, less stable, less stationary, or less equitable than others are.

Some questionnaires related to "team in the organization" are given to the employees of Nepal Telecom to know the opinion of them which really help my research about team.

These above mentioned variables are given to employees of three different levels, they are operating level, lower level and middle level where fourth and fifth level's employees are consider as a employees of operating level. Sixth and seventh level's are employees of lower level and eighth level's employees are middle level.

CHAPTER- IV

DATA PRESENTATION AND ANALYSIS

This chapter is concerned with the data presentation and analysis of the study. Likewise, major findings of the study are also presented. The data have been analyzed based on the levels of management.

4.1 Team management in Nepal Telecom: An empirical study

The analysis of data collected from the respondents of Nepal Telecom, to assess the feeling of team members has been presented in this chapter. The basis of analysis is the percent and mean value derived after calculation. The perception of team members who belong to operating level, lower level and middle level in hierarchy of management in the organization.

4.1.1 Demographic profile of the respondents

Altogether 120 respondents opined their opinion to the given variables. This Demographic profile includes distribution of them by their age, gender, education, years of experience and marital status.

In Middle level 5 employees belong to 26 to 35 years age group, 8 belong to 36 – 45 years age group, and 3 belong to 45 years above age group. Similarly, in lower level 10, 20, 25 and 9 belong to less than 25, 26 – 35, 36 – 45 and 45 years above age group respectively. Like wise in operating level 10, 12, 10 and 8 belong to less than 25, 26 – 35, 36 – 45 and 45 years above age group respectively.(See Table No. 4.1)

1. Distribution of respondent by their age: Table No. 4.1

Designation	Age Group				Total
	Less than 25	26 – 35	36 – 45	45 above	
Middle level	0	5	8	3	16
Lower level	10	20	25	9	64
Operating level	10	12	10	8	40

14, 40 and 28 employees are male in middle, lower and operating level management respectively. 2, 4 and 14 employees are female in middle, lower and operating level management respectively. (see Table no. 4.2)

2. Distribution of respondent by gender:

Table No. 4.2

Designation	Gender				Total
	Male	Percentage	Female	Percentage	
Middle level	14	87.5	2	12.5	16
Lower level	40	62.5	14	37.5	64
Operating level	28	70	12	30	40

In middle level 2 employees are Bachelor degree graduate and 14 have passed Master degree. In lower level 24 employees have passed Master degree and 40 have passed Bachelor level. And in Operating level 2 employees are SLC graduate, 10 have passed Intermediate, 18 have passed Bachelor degree and 10 have passed Masters. (See Table No. 4.3)

3. Distribution of respondent by education:

Table No. 4.3

Designation	Education				Total
	SLC	Intermediate	Bachelor	Masters	
Middle level	0	0	2	14	16
Lower level	0	0	40	24	64
Operating level	2	10	18	10	40

In middle level management 2 employees have 0 – 5 years experience , five have 5-10 years experience , four have 10- 15 years experience and five have 15 years above experience. Similarly in lower level 25 employees have 0 – 5 years experience , 20 have 5-10 years experience , 10 have 10- 15 years experience and 9 have 15 years above experience. Like wise in operating level 10 employees have 0 – 5 years experience, 12 have 5-10 years experience , 8 have 10- 15 years experience and 9 have 10 years above experience. (See Table No. 4.4)

4. Distribution of respondent by year of experience:

Table No.4.4

Designation	Experience (in year)				Total
	0-5	5 -10	10- 15	15 above	
Middle level	2	5	4	5	16
Lower level	25	20	10	9	64
Operating level	10	12	8	10	40

In middle level management, all 16 employees are married. In lower level 10 employees are unmarried and 54 are married. And in Operating level management 20 employees are single that is unmarried and 20 are married.(See Table No. 4.5)

5. Distribution of respondent by marital status:

Table No. 4.5

Designation	Marital Status				Total
	Single	Married	Divorced	Widowed	
Middle level	0	16	0	0	16
Lower level	10	54	0	0	64
Operating level	20	20	0	0	40

4.1.2 Whole Sample (Nepal Telecom) Scale, mean and standard deviation

Table No. 4.6

Variable s	Scale										Mean	S.D.
	1		2		3		4		5			
	f	%	f	%	f	%	f	%	f	%		
1	4	3.3	1	0.8	5	4.2	42	35	68	56.7	4.41	0.88
2	5	4.2	4	3.3	33	27.5	55	45.8	23	19.2	3.73	0.95
3	5	4.2	3	2.5	17	14.2	49	40.8	46	38.3	4.07	1.00
4	4	3.3	2	1.7	7	5.8	45	37.5	62	51.7	4.33	0.92
5	8	6.7	14	11.7	31	30.8	61	50.8	-	-	4.26	0.91
6	23	19.2	18	15	25	20.8	41	34.2	13	10.8	3.03	1.30
7	14	11.7	12	10	18	15	23	19.2	53	44.2	3.74	1.41
8	14	11.7	12	10	36	30	30	25	28	25.3	3.38	1.30
9	19	15.8	20	16.7	27	22.5	23	27.5	21	17.5	3.14	3.33
10	18	15	31	25.8	15	12.5	10	8.8	46	38.3	3.30	1.55
11	14	11.7	18	15	36	30	19	15.8	33	27.5	3.33	1.34
12	5	4.2	15	12.5	45	37.5	23	19.2	32	26.7	3.52	1.14
13	11	9.2	21	17.5	24	20	38	31.7	27	21.7	3.40	1.26
14	11	9.2	16	13.3	28	23.3	32	26.7	33	27.5	3.50	1.28
15	4	3.3	2	1.7	26	21.7	33	27.5	55	45.8	4.11	1.02
16	2	1.7	7	5.8	44	36.7	31	25.8	36	30	3.77	1.00
17	3	2.5	9	7.5	31	25.8	39	32.5	38	31.7	3.83	1.04
18	3	2.5	3	2.5	21	17.5	46	38.3	47	39.2	4.09	0.94
19	5	4.2	2	1.7	31	25.8	43	35.5	39	32.5	3.91	1.01
20	1	0.8	4	3.3	16	13.3	77	64.2	22	18.3	3.96	0.73
21	-	-	-	-	13	10.8	21	17.5	86	71.7	4.61	0.68

Analysis of the opinion of the respondents to the variables 1- 21 according to table No. 4.6

1. Need of team work

In this variable the highest frequency is 68 which lies on scale 5, mean is 4.41 and standard deviation is 0.884 it shows most of the respondents responded their opinion towards scale 5. S.D. is less than one so there is homogeneity of the opinion of respondents.

2. Team building

In this variable the highest frequency is 55 which lies on scale 4, mean is 3.73 and standard deviation is 0.952 it shows most of the respondents responded their opinion

towards scale 4. S.D. is less than one so there is homogeneity of the opinion of respondents.

3. Mention of team work

In this variable the highest frequency is 49 which lies on scale 4, mean is 4.07 and standard deviation is 1.00 it shows most of the respondents responded their opinion towards scale 4.

4. Developing of an effective team work

In this variable the highest frequency is 62 which lies on scale 5, mean is 4.33 and standard deviation is 0.92 it shows most of the respondents responded their opinion towards scale 5. S.D. is less than one so there is homogeneity of the opinion of respondents.

5. Engaged in team building activity

In this variable the highest frequency is 61 which lies on scale 4, mean is 4.26 and standard deviation is 0.91 it shows most of the respondents responded their opinion towards scale 4. S.D. is less than one so there is homogeneity of the opinion of respondents.

6. Obstacle in team building

In this variable the highest frequency is 41 which lies on scale 4, mean is 3.03 and standard deviation is 1.30 it shows most of the respondents responded their opinion towards scale 4. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

7. Taking responsibility

In this variable the highest frequency is 53 which lies on scale 5, mean is 3.74 and standard deviation is 1.41 it shows most of the respondents responded their opinion towards scale 5. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

8. Summarize to team member

In this variable the highest frequency is 36 which lies on scale 3, mean is 3.38 and standard deviation is 1.27 it shows most of the respondents responded their opinion towards scale 3. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

9. Help to overcome the disagreement

In this variable the highest frequency is 27 which lies on scale 3, mean is 3.14 and standard deviation is 1.33. it shows most of the respondents responded their opinion towards scale 3. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

10. Gets heard on issues

In it more respondents opined their opinion toward scale 5 because frequency (46) lies on scale 5 where mean and standard deviation are 3.29 and 1.55 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

11. To organize the discussion

In it more respondents opined their opinion toward scale 3 because frequency (36) lies on scale 3 where mean and standard deviation are 3.33 and 1.39 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

12. Praise the team members

In it more respondents opined their opinion toward scale 3 because frequency (45) lies on scale 3 where mean and standard deviation are 3.52 and 1.14 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

13. To keep on track

In it more respondents opined their opinion toward scale 4 because frequency (38) lies on scale 3 where mean and standard deviation are 3.39 and 1.26 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

14. To prevents debates

The highest frequency of this variable is 33 which belongs to scale 4, it shows more employees gave response towards 4. where mean and standard deviation are 3.50 and 1.28 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

15. Group feel optimistic

In this, more respondents opined their opinion toward scale 5 because frequency (55) lies on scale 5 where mean and standard deviation are 4.11 and 1.01 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

16. Give chance other to speak

In this, more respondents opined their opinion toward scale 5 because frequency (36) lies on scale 5 where mean and standard deviation are 3.77 and 1.00 respectively.

17. Ideas of teammates

In this, more respondents opined their opinion toward scale 4 because frequency (39) lies on scale 4, where mean and standard deviation are 3.83 and 1.04 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

18. Help to teammates

In this, more respondents opined their opinion toward scale 5 because frequency (47) lies on scale 5, where mean and standard deviation are 4.09 and 0.94 respectively. S.D. is less than one so there is uniformity of the opinion of respondents.

19. Encourage to team members

In this, more respondents opined their opinion toward scale 5 because frequency (43) lies on scale 5, where mean and standard deviation are 3.39 and 1.02 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

20. Clarify the purpose of meeting

In this, more respondents opined their opinion toward scale 4 because frequency (77) lies on scale 4, where mean and standard deviation are 3.39 and 1.02 respectively. S.D. is greater than one so there is heterogeneity of the opinion of respondents.

21. Take notes or minutes of the meeting

In this variable the highest frequency is 86 which lies on scale 5, mean is 4.61 and standard deviation is 0.68 it shows most of the respondents responded their opinion towards scale 5. S.D. is less than one so there is homogeneity of the opinion of respondents.

4.1.3 Team Management

1. Operating level management

In this analysis, the effort will be made to analyze the opinion given by the operating level employee on the basis of variables.

Operating level management

Table No. 4.7

Variables	Mean	Standard. deviation
Need of team work	4.50	0.75
Team building	3.73	1.15
Mention of team work	3.75	1.19
Developing of an effective work team	4.30	1.24
Engaged in team building activity	4.18	1.03
Obstacle in team building	3.78	1.10
Taking responsibility	4.53	0.88
Summarize to team members	3.50	1.01
Help to overcome the disagreement	3.68	1.05
Gets on heard issues	3.30	1.20
To organize the discussion	4.25	0.93
Praise the team members	3.80	1.07
To keep on track	3.90	1.19
To prevents debates	3.25	0.93
Group feel optimistic	4.50	0.75
Give chance other to speak	3.65	0.92
Ideas of teammates	3.55	1.08
Help to teammates	4.15	0.74
Encourage to team members	4.25	0.78
Clarify the purpose of meeting	4.13	0.65
Take notes or minuets of the meeting	4.55	0.81

1. Need of teamwork

In this variable calculated mean is 4.5 and standard deviation is 0.75. it means most of the respondents agree that team work is needed to accomplish result in the organization. S.D. is less than 1 so there is homogeneity in opinion of the respondents. (See table no. 4.7)

2. Team building

In this variable calculated mean is 3.73 and standard deviation is 1.15. it shows most of them told top management is committed in team building activity process. S.D. is greater than 1 so there is heterogeneity in opinion of the respondents. (See table no. 4.7)

3. Mention of team work

In this variable calculated mean is 3.75 and standard deviation is 1.19. it means they told team work is mentioned in their company statement. . There is

heterogeneity in opinion of the respondents as S.D. is greater than 1 (See table no. 4.7)

4. Developing of an effective work team

In this variable calculated mean is 4.3 and standard deviation is 1.24. it means most of them agree that developiong an effective work team part of the requirement in their performance review. There is heterogeneity in the opinion of respondents (See table no. 4.7)

5. Engaged in team building activity

In this variable calculated mean is 4.18 and standard deviation is 1.03.it means the work units in the organization had engaged in some types of team buildings activity. There is not consistent in the opinion of respondents. (See table no. 4.7)

6. Obstacles in team building

In this variable calculated mean is 3.78 and standard deviation is 1.09 means they face some obstacles while team building in the organization. There is not consistent in the opinion of the respondents. (See table no. 4.7)

7. Taking responsibility

In this variable calculated mean is 4.53 and standard deviation is 0.88. that is they normally take the responsibility for getting the team to agree on what meeting should accomplish. There is homogeneity in the opinion of respondents. (See table no. 4.7)

8. Summarize to team member

In this variable calculated mean is 3.5 and standard deviation is 1.01. it means they some what tend to summarize to other team members what the team has accomplished so far. There is not consistent in the opinion of respondents. (See table no. 4.7)

9. Help to overcome disagreement

In this variable calculated mean is 3.68 and standard deviation is 1.05. it shows they help other team members overcome their disagreement. There is heterogeneity in the opinion of respondents. (See table no. 4.7)

10. Gets heard on issues

In this variable calculated mean is 3.30 and standard deviation is 1.20.it means most of them some what try to ensure that every one gets heard on issues. There is heterogeneity in the opinion of respondents. (See table no. 4.7)

11. Organize the discussion

In this variable calculated mean is 4.25 and standard deviation is 0.93 i.e. most of them are the persons who helps the team determine how to organize the discussion in team. There is more consistency in the opinion of respondents. (See table no. 4.7)

12. Praise of team members

In this variable calculated mean is 3.80 and standard deviation is 1.07 that means most of them are generally praise to other team members for their ideas more than do others in the meeting. There is not consistency in the opinion of respondents. (See table no. 4.7)

13. To keep on track

In this variable calculated mean is 3.9 and standard deviation is 1.19. it shows people tend to rely on them to keep track of what has been said in meeting. . There is not consistency in the opinion of respondents. (See table no. 4.7)

14. To prevent debates

In this variable calculated mean is 3.25 and standard deviation is 0.93 means the team some how counts them to prevent debates from getting out of hand. There is homogeneity in the opinion of respondents. (See table no. 4.7)

15. Group feels optimistic about its accomplishment

In this variable calculated mean is 4.50 and standard deviation is 0.75 means they tend to say things that make the group feel optimistic about its accomplishment. There is homogeneity in the opinion of respondents. (See table no. 4.7)

16. Give chance to speak

In this variable calculated mean is 3.65 and standard deviation is 0.92 means Most of the give chance every one to speak in team. There is consistency in the opinion of respondents. (See table no. 4.7)

17. Ideas of teammates

In this variable calculated mean is 3.55 and standard deviation is 1.08 means In most meeting they are less likely than others to put down the ideas of teammates. There is not consistency in the opinion of respondents. (See table no. 4.7)

18. Help to teammates

In this variable calculated mean is 4.15 and standard deviation is 0.74 means they actively help teammates to receive difference in meetings. There is consistency in opinion the of respondents. (See table no. 4.7)

19. Encourage to team members

In this variable calculated mean is 4.25 and standard deviation is 0.78 that is they actively encourage quite team members to describe their ideas on each issues. There is consistency in the opinion of respondents. (See table no. 4.7)

20. Clarify the purpose of meeting

In this variable calculated mean is 4.13 and standard deviation is 0.65 means people tend to rely on them to clarify the purpose of the meetings. There is consistency in the opinion of respondents. (See table no. 4.7)

21. Take notes or minuets of the meeting

In this variable calculated mean is 4.55 and standard deviation is 0.81 it means most of them like to be the person who takes notes or minutes of the meeting. There is consistency in the opinion of respondents. (See table no. 4.7)

2. Lower level management

In this analysis, the effort will be analyze the opinion given by the operating level employee on the basis of variables.

Lower-level management

Table No. 4. 8

Variables	Mean	Standard deviation
Need of team work	4.38	0.97
Team building	3.64	0.84
Mention of team work	4.13	0.85
Developing of an effective work team	4.27	0.74
Engaged in team building activity	4.22	0.90
Obstacle in team building	2.50	1.25
Taking responsibility	3.19	1.54
Summarize to team members	3.19	1.47
Help to overcome the disagreement	2.64	1.41
Gets on heard issues	3.13	1.74
To organize the discussion	2.63	1.27
Praise the team members	3.22	1.17
To keep on track	2.89	1.22
To prevents debates	3.47	1.51
Group feel optimistic	3.83	1.12
Give chance other to speak	3.72	1.05
Ideas of teammates	3.95	1.06
Help to teammates	3.89	1.07
Encourage to team members	3.63	1.16
Clarify the purpose of meeting	3.80	0.80
Take notes or minuets of the meeting	4.61	0.63

1. Need of teamwork

In this variable calculated mean is 4.38 and standard deviation is 0.97. it means most of them agree that team work is needed to accomplish result in the organization. There is homogeneity in the opinion of respondents. (See table no. 4.8)

2. Team building

In this variable calculated mean is 3.64 and standard deviation is 0.84.it shows Most of them told top management is committed in team building activity process. There is uniformity in the opinion of respondents. (See table no. 4.8)

3. Mention of team work

In this variable calculated mean is 4.13 and standard deviation is 0.85. it means they told team work is mentioned in their company statement. There is homogeneity in the opinion of respondents. (See table no. 4.8)

4. Developing of an effective work team

In this variable calculated mean is 4.27 and standard deviation is 0.74 it means most of them agree that developing an effective work team part of the requirement in their performance review. There is high degree of uniformity in the opinion of respondents. (See table no. 4.8)

5. Engaged in team building activity

In this variable calculated mean is 4.22 and standard deviation is 0.90.it means the work units in the organization had engaged in some types of team buildings activity. There is uniformity in the opinion of respondents. (See table no. 4.8)

6. Obstacles in team building

In this variable calculated mean is 2.50 and standard deviation is 1.25 means they face obstacles while team building in the organization. There is not consistent in the opinion of respondents. (See table no. 4.8)

7. Taking responsibility

In this variable calculated mean is 3.19 and standard deviation is 1.54 that is they normally take the responsibility for getting the team to agree on what meeting should accomplish. There is not variability in the opinion of respondents. (See table no. 4.8)

8. Summarize to team member

In this variable calculated mean is 3.19 and standard deviation is 1.47. it means they somewhat tend to summarize to other team members what the team has accomplished so far. There is no consistency in the opinion of respondents. (See table no. 4.8)

9. Help to overcome disagreement

In this variable calculated mean is 2.64 and standard deviation is 1.41. It shows they do not help other team members overcome their disagreement. There is heterogeneity in the opinion of respondents. (See table no. 4.8)

10. Gets heard on issues

In this variable calculated mean is 3.13 and standard deviation is 1.74. It means most of them somewhat try to ensure that everyone gets heard on issues. There is heterogeneity in the opinion of respondents. (See table no. 4.8)

11. Organize the discussion

In this variable calculated mean is 2.63 and standard deviation is 1.27 it shows most of them are the persons who do not help the team determine how to organize the discussion in team. There is no consistency in the opinion of respondents. (See table no. 4.8)

12. Praise of team members

In this variable calculated mean is 3.22 and standard deviation is 1.17 that means most of them are generally praise to other team members for their ideas more than do others in the meeting. There is no consistency in the opinion of respondents. (See table no. 4.8)

13. To keep on track

In this variable calculated mean is 2.89 and standard deviation is 1.22 it shows people do not tend to rely on them to keep track of what has been said in meeting. . There is heterogeneity in the opinion of respondents. (See table no. 4.7)

14. To prevent debates

In this variable calculated mean is 3.47 and standard deviation is 1.51 means the team somehow counts them to prevent debates from getting out of hand. There is more variability in the opinion of respondents. (See table no. 4.8)

15. Group feels optimistic about its accomplishment

In this variable calculated mean is 3.83 and standard deviation is 1.12, means they tend to say things that make the group feel optimistic about its accomplishment. There is heterogeneity in the opinion of respondents. (See table no. 4.8)

16. Give chance to speak

In this variable calculated mean is 3.72 and standard deviation is 1.05 means Most of the give chance everyone to speak in team. There is no consistency in the opinion of respondents. (See table no. 4.8)

17. Ideas of teammates

In this variable calculated mean is 3.95 and standard deviation is 1.06 means In most meeting they are less likely than others to put down the ideas of teammates. There is no consistency in the opinion of respondents. (See table no. 4.8)

18. Help to teammates

In this variable calculated mean is 3.89 and standard deviation is 1.07 means they actively help teammates to receive difference in meetings. There is less consistency in the opinion of respondents. (See table no. 4.8)

19. Encourage to team members

In this variable calculated mean is 3.63 and standard deviation is 1.16 that is they actively encourage quite team members to describe their ideas on each issues. There is less uniformity in the opinion of respondents. (See table no. 4.8)

20. Clarify the purpose of meeting

In this variable calculated mean is 3.80 and standard deviation is 0.80 means people tend to rely on them to clarify the purpose of the meetings. There is high degree of uniformity in the opinion of respondents. (See table no. 4.8)

21. Take notes or minuets of the meeting

In this variable calculated mean is 4.61 and standard deviation is 0.63 it means most of them like to be the person who takes notes or minutes of the meeting. There is high consistency in the opinion of respondents. (See table no. 4.8)

3. Middle level management

In this analysis, the effort will be made to analyze the opinion given by the operating level employee on the basis of variables.

Mid –level management

Table No. 4.9

Variables	Mean	Standard deviation
Need of team work	4.31	0.87
Team building	4.06	0.77
Mention of team work	4.63	0.81
Developing of an effective work team	4.63	0.50
Engaged in team building activity	4.63	0.50
Obstacle in team building	3.25	1.06
Taking responsibility	4.00	0.89
Summarize to team members	3.88	0.81
Help to overcome the disagreement	3.81	0.75
Gets on heard issues	3.94	1.44
To organize the discussion	3.81	0.75
Praise the team members	4.00	0.82
To keep on track	4.13	0.50
To prevents debates	4.25	0.58
Group feel optimistic	4.25	0.86
Give chance other to speak	4.25	0.93
Ideas of teammates	4.06	0.68
Help to teammates	4.75	0.68
Encourage to team members	4.19	0.40
Clarify the purpose of meeting	4.19	0.40
Take notes or minuets of the meeting	4.75	0.45

1. Need of teamwork

In this variable calculated mean is 4.31 and standard deviation is 0.87. it means most of them agree that team work is needed to accomplish result in the organization. There is homogeneity in the opinion of respondents. (See table no 4.9)

2. Team building

In this variable calculated mean is 4.06 and standard deviation is 0.77.it shows Most of them told top management is committed in team building activity process. There is uniformity in the opinion of respondents. (See table no 4.9)

3. Mention of team work

In this variable calculated mean is 4.63 and standard deviation is 0.81. it means they told team work is mentioned in their company statement. . There is homogeneity in the opinion of respondents. (See table no 4.9)

4. Developing of an effective work team

In this variable calculated mean is 4.63 and standard deviation is 0.5. it means most of them agree that developing an effective work team part of the requirement in their performance review. There is high degree of uniformity in the opinion of respondents. (See table no 4.9)

5. Engaged in team building activity

In this variable calculated mean is 4.62 and standard deviation is 0.5.it means the work units in the organization had engaged in some types of team buildings activity. There is high degree of uniformity in the opinion of respondents. (See table no 4.9)

6. Obstacles in team building

In this variable calculated mean is 3.25 and standard deviation is 1.06 means they face some obstacles while team building in the organization. There is not consistent in the opinion of respondents. (See table no 4.9)

7. Taking responsibility

In this variable calculated mean is 4.00 and standard deviation is 0.89 that is they normally take the responsibility for getting the team to agree on what meeting

should accomplish. There is not variability in the opinion of respondents. (See table no 4.9)

8. Summarize to team member

In this variable calculated mean is 3.88 and standard deviation is 0.81. it means they some what tend to summarize to other team members what the team has accomplished so far. There is consistent in the opinion of respondents. (See table no 4.9)

9. Help to overcome disagreement

In this variable calculated mean is 3.81 and standard deviation is 0.75 it shows they help other team members overcome their disagreement. There is homogeneity in the opinion of respondents. (See table no 4.9)

10. Gets heard on issues

In this variable calculated mean is 3.94 and standard deviation is 1.44 .it means most of them some what try to ensure that every one gets heard on issues. There is heterogeneity in the opinion of respondents. (See table no 4.9)

11. Organize the discussion

In this variable calculated mean is 3.81and standard deviation is 0.75 it shows most of them are the persons who helps the team determine how to organize the discussion in team. There is more consistency in the opinion of respondents. (See table no 4.9)

12. Praise of team members

In this variable calculated mean is 4.00 and standard deviation is 0.82 that means most of them are generally praise to other team members for their ideas more than do others in the meeting. There is consistency in the opinion of respondents. (See table no 4.9)

13. To keep on track

In this variable calculated mean is 4.13 and standard deviation is 0.5. it shows people tend to rely on them to keep track of what has been said in meeting. . There is consistency in the opinion of respondents. (See table no 4.9)

14. To prevent debates

In this variable calculated mean is 4.25 and standard deviation is 0.58 means the team some how counts them to prevent debates from getting out of hand. There is homogeneity in the opinion of respondents. (See table no 4.9)

15. Group feels optimistic about its accomplishment

In this variable calculated mean is 4.25 and standard deviation is 0.86 means they tend to say things that make the group feel optimistic about its accomplishment. There is homogeneity in the opinion of respondents. (See table no 4.9)

16. Give chance to speak

In this variable calculated mean is 4.25 and standard deviation is 0.93 means Most of the give chance every one to speak in team. There is consistency in the opinion of respondents. (See table no 4.9)

17. Ideas of teammates

In this variable calculated mean is 4.06 and standard deviation is 0.68 means In most meeting they are less likely than others to put down the ideas of teammates. There is consistency in the opinion of respondents. (See table no 4.9)

18. Help to teammates

In this variable calculated mean is 4.75 and standard deviation is 0.68 means they actively help teammates to receive difference in meetings. There is consistency in the opinion of respondents. (See table no 4.9)

19. Encourage to team members

In this variable calculated mean is 4.19 and standard deviation is 0.40 that is they actively encourage quite team members to describe their ideas on each issues. There is high degree of uniformity in the opinion of respondents. (See table no 4.9)

20. Clarify the purpose of meeting

In this variable calculated mean is 4.19 and standard deviation is 0.40 means people tend to rely on them to clarify the purpose of the meetings. There is high degree of uniformity in the opinion of respondents. (See table no 4.9)

21. Take notes or minutes of the meeting

In this variable calculated mean is 4.75 and standard deviation is 0.45 it means most of them like to be the person who takes notes or minutes of the meeting. There is high consistency in the opinion of respondents. (See table no.4.9)

4.1.4 Team management: Comparison between levels of management.

1. Operating and lower level management

Operating level management

Table No. 4.10

Variables	Co- variance (%)
Need of team work	16.69
Team building	30.99
Mention of team work	31.81
Developing of an effective work team	28.94
Engaged in team building activity	24.79
Obstacle in team building	29.07
Taking responsibility	19.37
Summarize to team members	28.93
Help to overcome the disagreement	28.49
Gets on heard issues	36.44
To organize the discussion	21.8
Praise the team members	28.07
To keep on track	30.61
To prevents debates	28.51
Group feel optimistic	14.47
Give chance other to speak	25.24
Ideas of teammates	30.56
Help to teammates	17.72
Encourage to team members	18.26
Clarify the purpose of meeting	15.7
Take notes or minutes of the meeting	17.91

Lower-level management

Table no. 4.11

Variables	Co-variance (%)
Need of team work	22.12
Team building	23.14
Mention of team work	20.48
Developing of an effective work team	17.34
Engaged in team building activity	21.31
Obstacle in team building	49.89
Taking responsibility	47.6
Summarize to team members	46.05
Help to overcome the disagreement	53.28
Gets on heard issues	55.71
To organize the discussion	48.23
Praise the team members	36.49
To keep on track	42.3
To prevents debates	43.57
Group feel optimistic	29.27
Give chance other to speak	28.13
Ideas of teammates	26.83
Help to teammates	27.52
Encourage to team members	32.04
Clarify the purpose of meeting	21.08
Take notes or minuets of the meeting	13.73

1. Need of teamwork

In this variable coefficient of variation of operating level management is 16.69% and that in lower level management is 22.12%. It shows there is more homogeneity in opinion of respondents of operating level management than those of lower level management. (See table no. 4.10 and 4.11)

2. Team building

In this variable coefficient of variation of operating level management is 30.99% and that in lower level management is 23.14%. it shows there is more homogeneity in opinion of respondents of lower level management than those of operating level management.(See table no. 4.10 and 4.11)

3. Mention of team work

In this variable coefficient of variation of operating level management is 31.81% and that in lower level management is 20.48%. it shows there is more homogeneity in opinion of respondents of lower level management than those of operating level management.(See table no.4.10 and 4.11)

4. Developing of an effective work team

In this variable coefficient of variation of operating level management is 28.94% and that in lower level management is 17.34%. it shows there is more homogeneity in opinion of respondents of lower level management than those of operating level management.(See table no. 4.10 and 4.11)

5. Engaged in team building activity

In this variable coefficient of variation of operating level management is 24.79% and that in lower level management is 21.31%. it shows there is more homogeneity in opinion of respondents of lower level management than those of operating level management.(See table no. 4.10 and 4.11)

6. Obstacles in team building

In this variable coefficient of variation of operating level management is 29.07% and that in lower level management is 49.89%. it shows there is more consistency in the opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

7. Taking responsibility

In this variable coefficient of variation of operating level management is 19.37% and that in lower level management is 47.60%. it shows there is more consistency in the opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

8. Summarize to team member

In this variable coefficient of variation of operating level management is 28.93% and that in lower level management is 46.05%. it shows there is more consistency in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

9. Help to overcome disagreement

In this variable coefficient of variation of operating level management is 28.49% and that in lower level management is 53.28%. it shows there is more

consistency in the opinion of respondents of operating level management than those of lower level management.(See table no. 4 .10and 4.11)

10. Gets heard on issues

In this variable coefficient of variation of operating level management is 36.44% and that in lower level management is 55.71%. it shows there is more consistency in opinion of respondents of operating level management than those of lower level management.(See table no. 4 .10 and 4.11)

11. Organize the discussion

In this variable coefficient of variation of operating level management is 21.80% and that in lower level management is 48.23%. it shows there is more consistency in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

12. Praise of team members

In this variable coefficient of variation of operating level management is 28.07% and that in lower level management is 36.49%. it shows there is more consistency in opinion of respondents of operating level management than those of lower level management.(See table no.4.10 and 4.11)

13. To keep on track

In this variable coefficient of variation of operating level management is 30.61% and that in lower level management is 42.30%. It shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

14. To prevent debates

In this variable coefficient of variation of operating level management is 28.51% and that in lower level management is 43.57%. It shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

15. Group feels optimistic about its accomplishment

In this variable coefficient of variation of operating level management is 14.47% and that in lower level management is 29.27%. it shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

16. Give chance to speak

In this variable coefficient of variation of operating level management is 25.24% and that in lower level management is 28.13%. it shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

17. Ideas of teammates

In this variable coefficient of variation of operating level management is 30.56% and that in lower level management is 26.83%. it shows there is more

homogeneity in opinion of respondents of lower level management than those of operating level management.(See table no. 4.10 and 4.11)

18. Help to teammates

In this variable coefficient of variation of operating level management is 17.72% and that in lower level management is 27.52%. it shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

19. Encourage to team members

In this variable coefficient of variation of operating level management is 18.26% and that in lower level management is 32.04%. it shows there is more uniformity in opinion of respondents of operating level management than those of lower level management.(See table no. 4.10 and 4.11)

20. Clarify the purpose of meeting

In this variable coefficient of variation of operating level, management is 15.70% and that in lower level management is 21.08%. It shows there is more uniformity in opinion of respondents of operating level management than those of lower level management. (See table no. 4.10 and 4.11)

21. Take notes or minutes of the meeting

In this variable coefficient of variation of operating level management is 17.91% and that in lower level management is 13.73%. It shows there is more homogeneity in opinion of respondents of lower level management than those of operating level management. (See table no. 4.10 and 4.11)

2. Operating and Middle level management

Operating level management

Table No. 4.10

Variables	Co- variance (%)
Need of team work	16.69
Team building	30.99
Mention of team work	31.81
Developing of an effective work team	28.94
Engaged in team building activity	24.79
Obstacle in team building	29.07
Taking responsibility	19.37
Summarize to team members	28.93
Help to overcome the disagreement	28.49
Gets on heard issues	36.44
To organize the discussion	21.8
Praise the team members	28.07
To keep on track	30.61
To prevents debates	28.51
Group feel optimistic	14.47
Give chance other to speak	25.24
Ideas of teammates	30.56
Help to teammates	17.72
Encourage to team members	18.26
Clarify the purpose of meeting	15.7
Take notes or minuets of the meeting	17.91

Middle level management

Table No. 4.12

Variables	Co-variance (%)
Need of team work	20.25
Team building	19.00
Mention of team work	17.43
Developing of an effective work team	10.81
Engaged in team building activity	10.81
Obstacle in team building	32.75
Taking responsibility	22.36
Summarize to team members	20.8
Help to overcome the disagreement	19.67
Gets on heard issues	36.47
To organize the discussion	19.67
Praise the team members	20.41
To keep on track	12.12
To prevents debates	13.58
Group feel optimistic	20.15
Give chance other to speak	21.9
Ideas of teammates	16.74
Help to teammates	14.31
Encourage to team members	9.62
Clarify the purpose of meeting	9.62
Take notes or minuets of the meeting	9.41

1. Need of teamwork

In this variable coefficient of variation of operating level management is 16.69% and that in lower level management is 22.12%. it shows there is more homogeneity in opinion of respondents of operating level management than those of lower level management.(See table no.4 .10 and 4.12)

2. Team building

In this variable coefficient of variation of operating level management is 30.99% and that in middle level management is 19.00%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

3. Mention of team work

In this variable coefficient of variation of operating level management is 31.81% and that in middle level management is 17.43%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

4. Developing of an effective work team

In this variable coefficient of variation of operating level management is 28.94% and that in middle level management is 10.81%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

5. Engaged in team building activity

In this variable coefficient of variation of operating level management is 24.79% and that in middle level management is 10.81%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

6. Obstacles in team building

In this variable coefficient of variation of operating level management is 29.07% and that in middle level management is 32.75%. it shows there is more

consistency in opinion of respondents of operating level management than those of middle level management.(See table no. 4.10 and 4.12)

7. Taking responsibility

In this variable coefficient of variation of operating level management is 19.37% and that in middle level management is 22.36%. it shows there is more consistency in opinion of respondents of operating level management than those of middle level management.(See table no. 4.10 and 4.12)

8. Summarize to team member

In this variable coefficient of variation of operating level management is 28.93% and that in middle level management is 20.80%. it shows there is more consistency in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

9. Help to overcome disagreement

In this variable coefficient of variation of operating level management is 28.49% and that in middle level management is 19.67%. it shows there is more consistency in opinion of respondents of middle level management than those of operating level management.(See table no. 4 .10 and 4.12)

10. Gets heard on issues

In this variable coefficient of variation of operating level management is 36.44% and that in middle level management is 36.47%. it shows there is more consistency in opinion of respondents of operating level management than those of middle level management.(See table no. 4 .10 and 4.12)

11. Organize the discussion

In this variable coefficient of variation of operating level management is 21.80% and that in middle level management is 19.67%. it shows there is more consistency in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

12. Praise of team members

In this variable coefficient of variation of operating level management is 28.07% and that in middle level management is 20.41%. it shows there is more consistency in opinion of respondents of middle level management than those of operating level management.(See table no.4.10 and 4.12)

13. To keep on track

In this variable coefficient of variation of operating level management is 30.61% and that in middle level management is 12.12%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

14. To prevent debates

In this variable coefficient of variation of operating level management is 28.51% and that in middle level management is 13.58%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

15. Group feels optimistic about its accomplishment

In this variable coefficient of variation of operating level management is 14.47% and that in middle level management is 20.15%. it shows there is more uniformity in opinion of respondents of operating level management than those of middle level management.(See table no. 4.10 and 4.12)

16. Give chance to speak

In this variable coefficient of variation of operating level management is 25.24% and that in middle level management is 21.90%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

17. Ideas of teammates

In this variable coefficient of variation of operating level management is 30.56% and that in middle level management is 16.74%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

18. Help to teammates

In this variable coefficient of variation of operating level management is 17.72% and that in middle level management is 14.31%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

19. Encourage to team members

In this variable coefficient of variation of operating level management is 18.26% and that in middle level management is 9.62%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

20. Clarify the purpose of meeting

In this variable coefficient of variation of operating level management is 15.70% and that in middle level management is 9.62%. it shows there is more uniformity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

21. Take notes or minuets of the meeting

In this variable coefficient of variation of operating level management is 17.91% and that in middle level management is 9.41%. it shows there is more homogeneity in opinion of respondents of middle level management than those of operating level management.(See table no. 4.10 and 4.12)

3. Middle and lower level management

Middle level management

Table No. 4.12

Variable	Co-variance (%)
Need of team work	20.25
Team building	19
Mention of team work	17.43
Developing of an effective work team	10.81
Engaged in team building activity	10.81
Obstacle in team building	32.75
Taking responsibility	22.36
Summarize to team members	20.8
Help to overcome the disagreement	19.67
Gets on heard issues	36.47
To organize the discussion	19.67
Praise the team members	20.41
To keep on track	12.12
To prevents debates	13.58
Group feel optimistic	20.15
Give chance other to speak	21.9
Ideas of teammates	16.74
Help to teammates	14.31
Encourage to team members	9.62
Clarify the purpose of meeting	9.62
Take notes or minuets of the meeting	9.41

Lower level management

Table no. 4.11

Variable	Co-variance (%)
Need of team work	22.12
Team building	23.14
Mention of team work	20.48
Developing of an effective work team	17.34
Engaged in team building activity	21.31
Obstacle in team building	49.89
Taking responsibility	47.6
Summarize to team members	46.05
Help to overcome the disagreement	53.28
Gets on heard issues	55.71
To organize the discussion	48.23
Praise the team members	36.49
To keep on track	42.3
To prevents debates	43.57
Group feel optimistic	29.27
Give chance other to speak	28.13
Ideas of teammates	26.83
Help to teammates	27.52
Encourage to team members	32.04
Clarify the purpose of meeting	21.08
Take notes or minuets of the meeting	13.73

1. Need of team work

In this variable coefficient of variation of middle level management is 20.25 % and that in lower level management is 22.12%. it shows there is more homogeneity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

2. Team building

In this variable coefficient of variation of middle level management is 19.00% and that in lower level management is 23.14%. it shows there is more homogeneity in opinion of respondents of middle level management than those of lower level management. (See table no. 4.12 and 4.11)

3. Mention of team work

In this variable coefficient of variation of middle level management is 17.43% and that in lower level management is 20.48%. it shows there is more homogeneity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

4. Developing of an effective work team

In this variable coefficient of variation of middle level management is 10.81% and that in lower level management is 17.34%. it shows there is more homogeneity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

5. Engaged in team building activity

In this variable coefficient of variation of middle level management is 10.81% and that in lower level management is 21.31%. it shows there is more homogeneity in opinion of respondents of middle management than those of lower level management.(See table no.4.12 and 4.11)

6. Obstacles in team building

In this variable coefficient of variation of middle level management is 32.75% and that in lower level management is 49.89%. it shows there is more consistency in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

7. Taking responsibility

In this variable coefficient of variation of middle level management is 22.36% and that in lower level management is 47.60%. it shows there is more consistency in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

8. Summarize to team member

In this variable coefficient of variation of middle level management is 20.80% and that in lower level management is 46.05%. it shows there is more consistency in opinion of respondents of operating level management than those of lower level management.(See table no. 4.12 and 4.11)

9. Help to overcome disagreement

In this variable coefficient of variation of middle level management is 19.67% and that in lower level management is 53.28%. it shows there is more consistency in opinion of respondents of middle level management than those of lower level management.(See table no. 4 .12 and 4.11)

10. Gets heard on issues

In this variable coefficient of variation of middle level management is 36.47% and that in lower level management is 55.71%. It shows there is more consistency in opinion of respondents of middle level management than those of lower level management.(See table no. 4 .12 and 4.11)

11. Organize the discussion

In this variable coefficient of variation of middle level management is 19.67% and that in lower level management is 48.23%. it shows there is more consistency in

opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

12. Praise of team members

In this variable coefficient of variation of middle level management is 25.41% and that in lower level management is 36.49%. it shows there is more consistency in opinion of respondents of middle level management than those of lower level management.(See table no.4.12 and 4.11)

13. To keep on track

In this variable coefficient of variation of middle level management is 12.12% and that in lower level management is 42.30%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

14. To prevent debates

In this variable coefficient of variation of middle level management is 13.58% and that in lower level management is 43.57%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

15. Group feels optimistic about its accomplishment

In this variable coefficient of variation of middle level management is 20.15% and that in lower level management is 29.27%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

16. Give chance to speak

In this variable coefficient of variation of middle level management is 21.90% and that in lower level management is 28.13%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

17. Ideas of teammates

In this variable coefficient of variation of middle level management is 16.74% and that in lower level management is 26.83%. it shows there is more homogeneity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

18. Help to teammates

In this variable coefficient of variation of middle level management is 14.31% and that in lower level management is 27.52%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

19. Encourage to team members

In this variable coefficient of variation of middle level management is 9.62% and that in lower level management is 32.04%. it shows there is more uniformity in

opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

20. Clarify the purpose of meeting

In this variable coefficient of variation of middle level management is 9.62% and that in lower level management is 21.08%. it shows there is more uniformity in opinion of respondents of middle level management than those of lower level management (See table no. 4.12 and 4.11)

21. Take notes or minuets of the meeting

In this variable coefficient of variation of middle level management is 9.41% and that in lower level management is 13.73%. it shows there is more homogeneity in the opinion of respondents of middle level management than those of lower level management.(See table no. 4.12 and 4.11)

4.2. Major findings of the study

The prior chapters have discussed and discovered the facts for the various parts of the study. Analytical part, which is the heart of the study, makes an analysis of various aspects of the team in the organization by using some statistical tools.

The most vital task is to enlist findings issues and give suggestions for the further improvement. This will be meaningful to the top management of the organization to initiate action and achieve the desire result. The main objectives of the study are to point issues in team management to suggest measure to improve them.

It is found that the responses of all the employees of the whole sample have positive tendency to all the variables. At operating level management have positive tendency to all the variables. Similarly, the respondents of lower level management responded positively to the different eighteen variables. Besides, the respondents of the middle level management are positive towards all the variables.

In operating level, management there is uniformity in the opinions of the employees in ten variables and variability in eleven variables. Similarly, in lower level management there is homogeneity in opinions given by employees in seven variables and differences in fourteen variables. Likewise, in middle level management there is more consistency in the opinions of respondents in nineteen variables and not consistency in two variables.

In fifteen variables, there is more uniformity in the opinions opined by the employees of the operating level management and only in six variables; there is more uniformity in the opinions opined by the employees of the lower level management.

In seventeen variables, there is more homogeneity in the opinions opined by the employees of the middle level management and only in four variables; there is more uniformity in the opinions opined by the employees of the operating level management.

In all twenty-one variables, there is more homogeneity in the opinions opined by the employees of the middle level management. And in all variables; there is heterogeneity in the opinions opined by the employees of the lower level management

CHAPTER - V

Summary, Conclusion and Recommendations

5.1 Summary

This research conducted on the role of team in effective management and service delivery of Nepal Telecom is based on the method of questionnaire .Focusing on the role of team, the questionnaire was prepared and the opinion of the respondents was analyzed using various statistical tools. From the analysis of the data some insightful revelations came on the surface. Most of the respondents emphasized on the importance of team in achieving objectives of the organization. The research has identified the significance of team effort to develop the organization but the success of team largely depends on various factors like motivation, leadership, working environment etc.

5.2 Conclusion

The completion of this research work has brought about some interesting findings on the role of team in an organization. According to the analysis from the mean at the operating level management, Lower level management and Middle level management, it indicates the employees consider teamwork is necessary fact in the successful operation of an organization. However, they do not consider team as the only factor responsible for the organizational development.

In whole sample most of the respondents gave positive response to the questions given to them. at the operating level management there is not uniformity in the opinion given to the variables by the employees. Similarly, at the lower level management there is less uniformity in opinion of the employees. At middle level, management there is more uniformity in opinion of the employees to the variables.

In fifteen variables, there is more uniformity in the opinions opined by the employees of the operating level management and only in six variables; there is more uniformity in the opinions opined by the employees of the lower level management. **It** indicates that there is more uniformity in the opinions opined by the employees of the operating level management than that of lower level management.

In seventeen variables, there is more homogeneity in the opinions opined by the employees of the middle level management and only in four variables; there is more uniformity in the opinions opined by the employees of the operating level

management. it shows there is more variability in the opinion opined by the employees of the operating level management than that of middle level management.

In all twenty-one variables, there is more homogeneity in the opinions opined by the employees of the middle level management. and all variables; there is heterogeneity the opinions opined by the employees of the lower level management it shows there is more variability in the opinion opined by the employees of the operating level management than that of lower level management.

5.3 Recommendations

After conducting this research on the topic **Teams in the Organization** (A Case Study of Nepal Telecom) I would like to make following recommendations

1. As indicated by the findings of the research, teamwork should be conducted in the organization to accomplish the result in an organization.
2. Top management should give emphasis to the team management to achieve the specific goal of the organization by effective teamwork.
3. This study is beginning in this field .The questionnaire used in the research work contains twenty-one questions in which every question deserves separate in depth research. So I would like to suggest the other researcher to explore this area which in our context is still less explored one.
4. The future study can be made on group cohesiveness developing suitable variables.
5. The effort of team management in the organization is to achieve individual as well as organizational effectiveness. To achieve this objective there should be comparative and comprehensive study about teams.

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To

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Subject: Request to help

Dear Sir/Madam,

I am a student of MBS in Tribhuvan University at Nepal commerce campus. I have duly completed my examinations on MBS level. I have to submit a research report as a partial fulfillment for the degree of MBS. My research topic is **Teams in organization** (A Case Study of Nepal Telecom) My research supervisor is Dr. Bhupa Prasad Tripathi. I want to request you please kindly spare your valuable time in responding the attached questionnaire.

Your kind response is highly appreciated.

Shantosh Paudel
Student
Nepal commerce campus
Tribhuvan University

Questionnaire on Teams in the organization

Name of the organization.

Name of the respondent(optional)

Personal information

Age:

Gender: Male Female

Job status: (Title of the job)

Level:

Year of experience:

Education:

Primary/ Secondary/ Higher secondary/Bachelor/Master/Ph.D

Religion:

Hindu/Buddhist/ Muslim/Christian/Other

Marital status:

Married/Unmarried/Widowed/Divorce

Please circle the number that best reflect your position regarding each statement.

1. Does not describe me at all

2. Does not describe me very well

3. Describes me some what

4. Describe me well

5. Describe me very well

1 2 3 4 5

1. To what extent do you believe that team work is needed to accomplish result in your organization.

1 2 3 4 5

2. To what extent does your top management is committed to team building in your organization.

1 2 3 4 5

3. Is teamwork mentioned in any of your company statement?

1 2 3 4 5

4. To what extent developing an effective work team part of the requirement in your performance review.

1 2 3 4 5

5. To what extent the work units (Department, Branch etc) in your organization had engaged in some type of team building activity.

1 2 3 4 5

6. To what extent do you face the obstacles in team building in your organization.

1 2 3 4 5

7. I normally take the responsibility for getting the team to agree on what meeting should accomplish.

1 2 3 4 5

8. I tend to summarize to other team members what the team has accomplished so far.

1 2 3 4 5

9. I am usually the person who helps other team members overcome their disagreements.

1 2 3 4 5

10. I try to ensure that everyone gets heard on issues.

- 1 2 3 4 5 11. I am usually the person who helps the team determine how to organize the discussion.
- 1 2 3 4 5 12. I praise other team members for their ideas more than do others in the meetings.
- 1 2 3 4 5 13. People tend to rely on me to keep track of what has been said in meetings.
- 1 2 3 4 5 14. The team typically counts on me to prevent debates from getting out of hand.
- 1 2 3 4 5 15. I tend to say things that make the group feel optimistic about its accomplishment.
- 1 2 3 4 5 16. Team members usually count on me to give everyone a chance to speak.
- 1 2 3 4 5 17. In most meetings, I am less likely than others to put down the ideas of teammates.
- 1 2 3 4 5 18. I actively help teammates to receive differences in meetings.
- 1 2 3 4 5 19. I actively encourage quiet team members to describe their ideas on each issue.
- 1 2 3 4 5 20. People tend to rely on me to clarify the purpose of the meeting.
- 1 2 3 4 5 21. I like to be the person who takes notes or minutes of the meeting.

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