CHAPTER 4

DATA ANALYSIS

AND

INTERPRETATION

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DATA ANALYSIS AND INTERPRETATION

The chapter is divided into 2 sections Part-I (A) and Part –I (B)

PART –I (A)

SECTION I: DEMOGRAPHIC AND ORGANISATIONAL DETAILS.

FREQUENCY DISTRIBUTION AND PERCENTAGE OF TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT VARIABLES.

PART-I (B)

SECTION II: BACKGROUND INFORMATION OF THE RESPONDENTS

BIVARIATE TABLES OF (AGE, EDUCATION, EXPERIENCE, DESIGNATION, INDUSTRIES, AND DISTRICT WISE DISTRIBUTION WITH REFERENCE TO FACTORS OF TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT)

SECTION III: TEAM CLIMATE AND ITS FACTOR (FACTORS)

(CORRELATION, REGRESSION, ANOVA, FACTOR ANALYSIS AND STRUCTURAL EQUATION MODELLING)

SECTION IV: TEAM EFFECTIVENESS AND ITS FACTOR (FACTORS)

(CORRELATION, REGRESSION, ANOVA, FACTOR ANALYSIS AND STRUCTURAL EQUATION MODELLING)

SECTION V: ORGANIZATIONAL DEVELOPMENT AND ITS FACTORS

CORRELATION, REGRESSION, ANOVA

SECTION VI: HYPOTHESIS TESTING

TEAM CLIMATE AND ITS FACTORS IMPACTING ON TEAM EFFECTIVENESS AND ORGANISATION DEVELOPMENT

TEAM CLIMATE AND ITS FACTOR IMPACTING ON TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT THROUGH STRUCTURAL EQUATION MODELING.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

In the earlier chapter, several details of the organizations from which the data were collected have been described. In this chapter, the analysis of the data and its interpretation is presented in form of frequency distribution and percentage.

1. DEMOGRAPHIC AND ORGANISATIONAL DETAILS.

TABLE NO.1. RESPONDENT'S DISTRIBUTION AS PER DISTRICT AND INDUSTRIES.

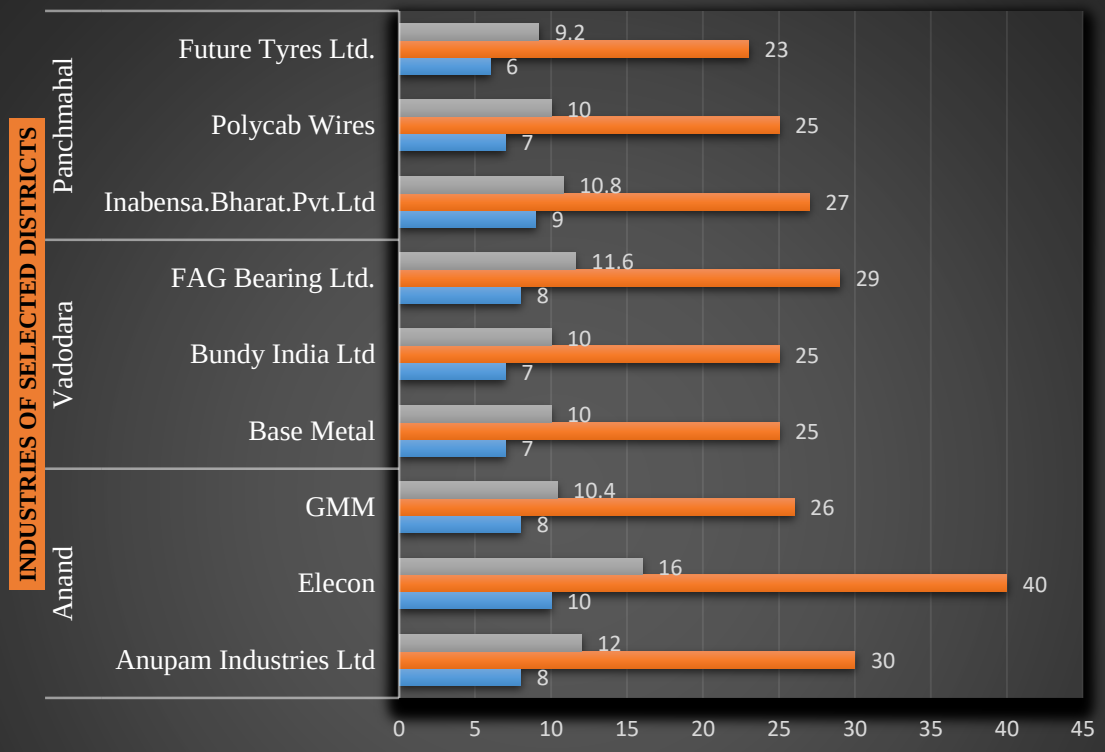
DISTRICT	INDUSTRIES	TEAMS	FREQUENCY	%	PROPORTION	PROPORTION IN %
Anand	Anupam Industries Ltd	8	30	12	96 Respondents	38.4%
	Elecon	10	40	16		
	GMM	8	26	10.4		
Vadodara	Base Metal	7	25	10	79 Respondents	31.6%
	Bundy India Ltd	7	25	10.0		
	FAG Bearing Ltd.	8	29	11.6		
Panchmahal	Inabensa.Bharat.Pvt.Ltd	9	27	10.8	65 Respondents	30%
	Polycab Wires	7	25	10		
	Future Tyres Ltd.	6	23	9.2		
	Total	**70**	**250**	**100 %**	**250**	**100%**

- In Anand district, respondents with various background from manufacturing industries of Anand districts covered showed that Anupam Industries Ltd, Elecon Engineering Ltd, GMM Pfaudler Ltd with respondents considered respectively were as 30(12%),40(16%),26(10.4%).
- In Vadodara district, manufacturing industries which covered under this study are FAG Bearings Ltd, Bundy India Automotive Ltd, Base Metal Chemical Ltd with respondents considered for this study were respectively as stated as 29(11.6%),25(10%),25(10%).
- In Panchmahal districts, manufacturing industries which covered under this study are Polycab Wires, Inabensa Bharat Pvt. Ltd, Future Tyres Pvt. Ltd. With respondents respectively as 25(10%), 27(10.8%), 23 (9.2 %.)

Respondent proportion as per districts

- Anand district with respondent's proportion was 38.4% with 96 respondents from 3 industries,
- Vadodara district with respondent's proportion as 31.6 % with 79 respondents from 3 industries,
- Panchmahal districts with respondent's proportion as 30 % of 65 respondents from 3 industries.

GRAPH 1. SHOWING RESPONDENTS FROM SELECTED MANUFACTURING INDUSTRIES AND SELECTED DISTRICTS



	Anand			Vadodara			Panchmahal		
	Anupam Industries Ltd	Elecon	GMM	Base Metal	Bundy India Ltd	FAG Bearing Ltd.	Inabensa.Bharat.Pvt.Ltd	Polycab Wires	Future Tyres Ltd.
Series3	12	16	10.4	10	10	11.6	10.8	10	9.2
Series2	30	40	26	25	25	29	27	25	23
Series1	8	10	8	7	7	8	9	7	6

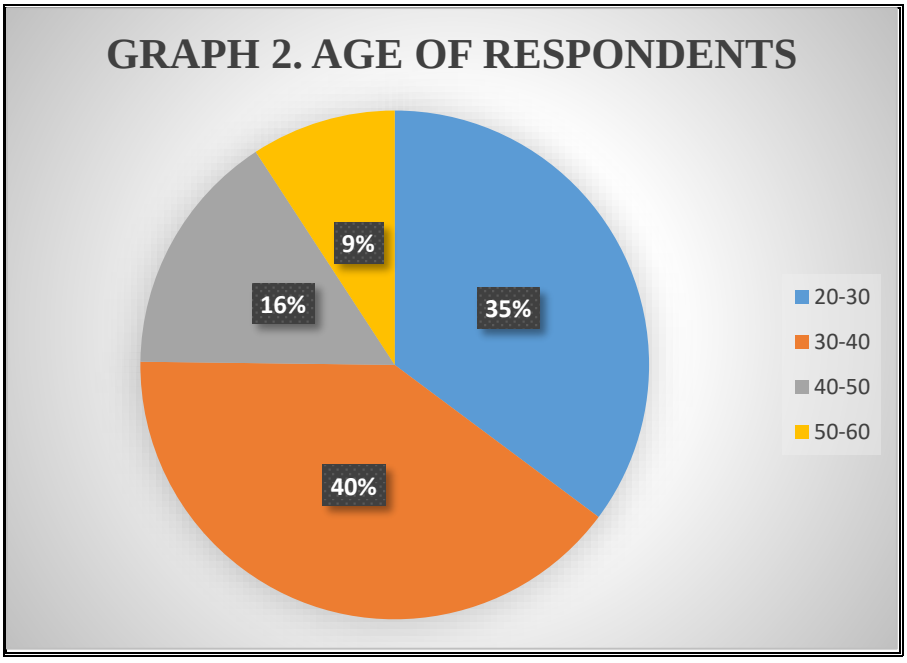
SERIES 1: TEAMS , SERIES 2: FREQUENCY , SERIES 3. PERCENTAGE

TABLE NO.2. SHOWING AGE GROUP OF RESPONDENTS

AGE GROUP	FREQUENCY	PERCENT
20-30	88	35.2
30-40	100	40.0
40-50	39	15.6
50-60	23	9.2
Total	250	100.0

The above table it shows that 88 (35.2%) respondent were within the age group of 20-30, while 100 (40%) respondents were within the age group of 30- 40, and 39(15.6%) respondents were within the age group of 40-50, and there were 23 (9.2%) respondents who were within the age group of 50-60.

Thus the above table it indicates that most of the respondents belong to middle age group while a small number of respondents belongs to older age group.

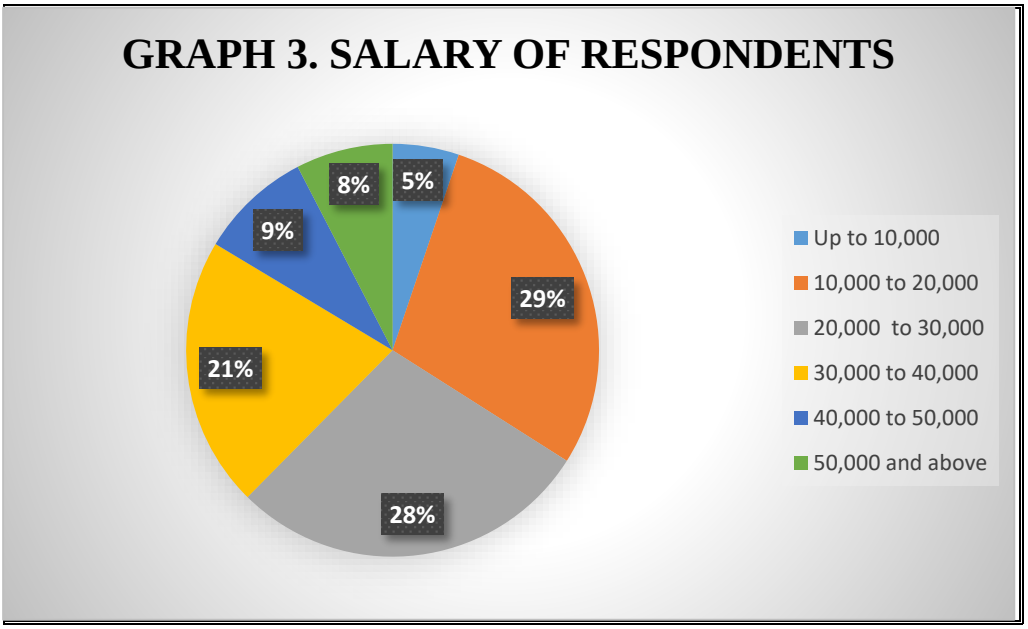


Graph 2. Age of respondents

TABLE NO.3. SHOWING SALARY OF RESPONDENTS

SALARY IN RUPEES	FREQUENCY	PERCENT
Up to 10,000	13	5.2
10,000 to 20,000	72	28.8
20,000 to 30,000	71	28.4
30,000 to 40,000	53	21.2
40,000 to 50,000	22	8.8
50,000 and above	19	7.6
Total	250	100.0

- The majority of the respondents were 72(28.8%) earned their salary between 10,000-20,000 Rs per month while a small number of respondents ranges their salary between up to 10,000 per month with 13 (5.2%).
- 71 (28.4%) respondents earned a salary between 20,000 to 30,000 per month.
- 53 (21.2%) respondents earned a salary between 30,000 to 40,000 per month.
- 22 (8.8%) respondents earned a salary between 40,000 to 50,000 per month.
- 19 (7.6 %) respondents earned a salary between 50,000 and above per month.

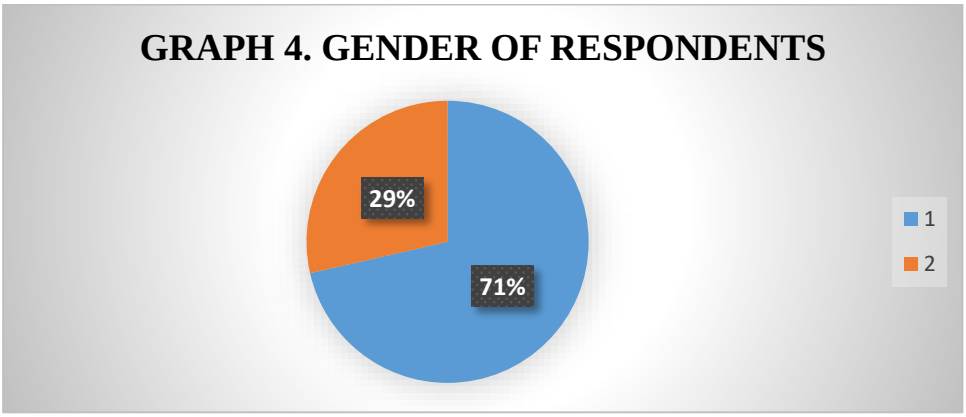


Graph 3. Salary of respondents.

TABLE NO.4. SHOWING GENDER OF RESPONDENTS

GENDER	FREQUENCY	PERCENT
Female	9	3.6
Male	241	96.4
Total	250	100.0

From above table, it showed that most of the respondents 241 (96.4%) are male while 9(3.6%) are Female. Thus the majority of team members in the team are male.



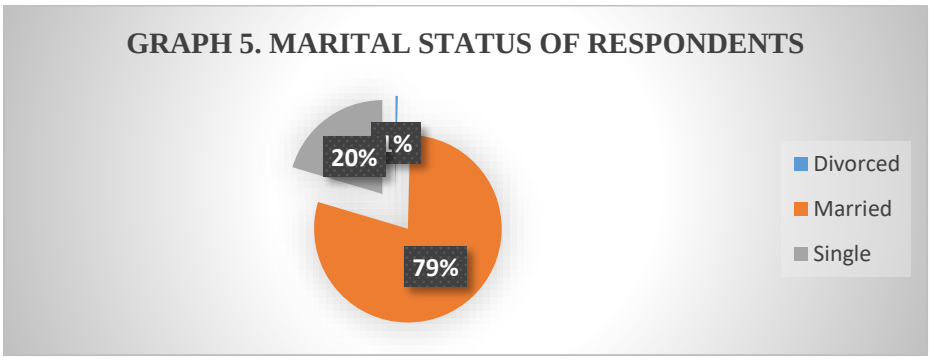
Graph 4. Gender of the respondent.

TABLE NO.5. SHOWING MARITAL STATUS OF RESPONDENTS

MARITAL STATUS	FREQUENCY	PERCENT
Divorced	1	0.4
Married	198	79.2
Single	51	20.4
Total	250	100.0

The above table shows that 198 (79.2 %) respondents are married, while 51 (20.4 %) respondents were Single. 1 (0.4%) respondent was divorced.

Thus it was concluded that most of the respondents are married.



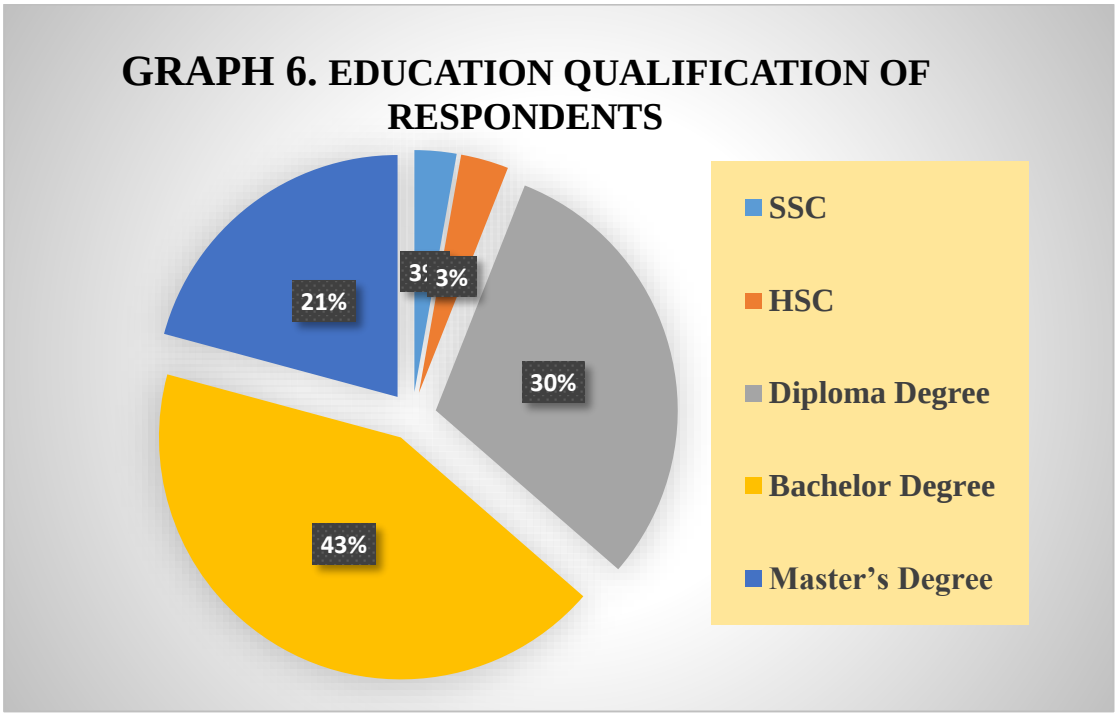
Graph 5. Marital status of the respondent.

TABLE NO. 6. SHOWING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENT
SSC	7	2.8
HSC	8	3.2
Diploma Degree	76	30.4
Bachelor Degree	107	42.8
Master's Degree	52	20.8
Total	250	100.0

The above table shows that 107 (42.8%) Majority of respondents are graduates with their Bachelor's degree, while there are 52 (20.8%) respondents who are post graduates, and few of them 76 (30.4 %) respondents are diploma holders , and Few respondents are with HSC 8 (3.2%) while a small number of respondents had completed SSC with 7(2.8%).

Thus the majority of respondents was having a bachelor's degree.



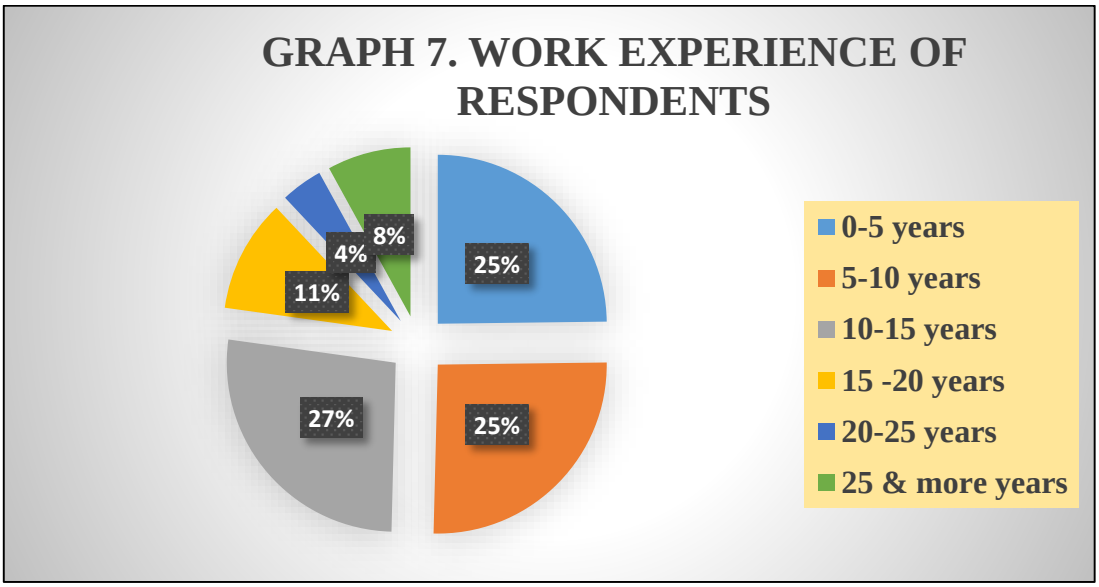
Graph 6. Education Qualification of the respondent.

TABLE NO. 7. SHOWING WORKING EXPERIENCE IN COMPANY OF THE RESPONDENTS

EXPERIENCE IN YEARS	FREQUENCY	PERCENT
0-5 years	62	24.8
5-10 years	64	25.6
10-15 years	67	26.8
15 -20 years	27	10.8
20-25 years	10	4.0
25 and more years	20	8.0
Total	**250**	**100.0**

The above table shows that 67 (26.8%) majority respondents have work experience of 10-15 years, while 64 (25.6%) respondent have 5-10 years of work experience, 62 (24.8 %) respondents have 0-5 years of work experience, 27 (10.8 %) respondents have 15-20 years of experience, 20(8%) respondents are with 25 and more years of experience and only 10 (4.0%) respondents 20-25 years of experience.

Thus it is clear from the above table that many of the respondents have work experience of more than 10-15 years.



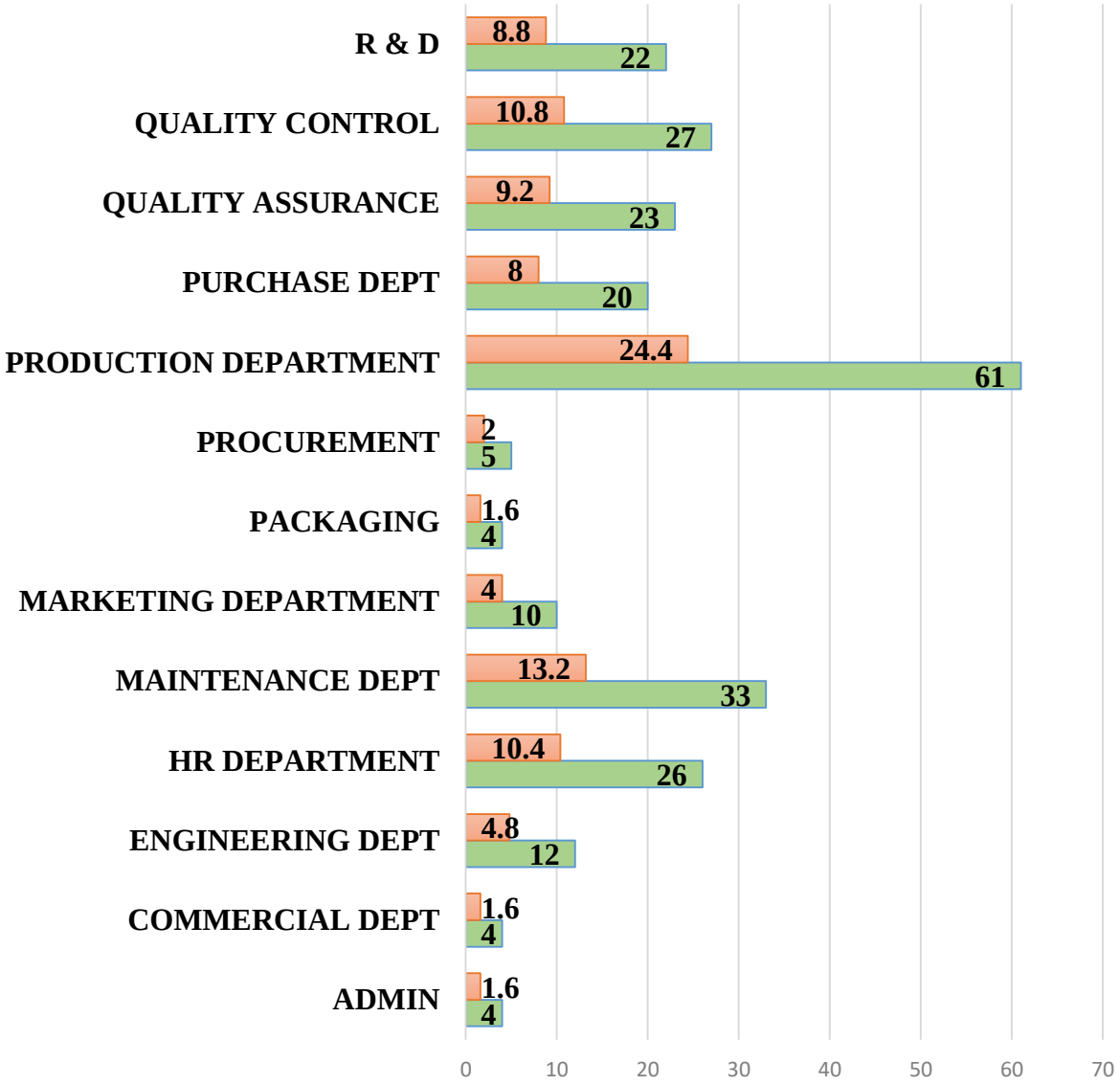
Graph 7. Work experience of the respondent.

TABLE NO.8. SHOWING THE DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR DEPARTMENTS.

DEPARTMENT	FREQUENCY	PERCENT
ADMIN	4	1.6
COMMERCIAL DEPT	4	1.6
ENGINEERING DEPT	12	4.8
HR DEPARTMENT	26	10.4
MAINTENANCE DEPT	33	13.2
MARKETING DEPARTMENT	10	4.0
PACKAGING	4	1.6
PROCUREMENT	5	2.0
PRODUCTION DEPARTMENT	61	24.4
PURCHASE DEPT	20	8.0
QUALITY ASSURANCE	23	9.2
QUALITY CONTROL	27	10.8
R & D	22	8.8
Total	250	100.0

- The majority of the respondents are from Production department with 61(24.4%), 4(1.6%) respondents are from Admin, Commercial dept., packaging dept. Respectively.
- 12(4.8%) respondents are from engineering dept.,
- 26 (10.4 %) respondents are from HR dept.
- 33 (13.2%) respondents are from Maintenance dept.
- 10 (4.0%) respondents are from marketing dept.
- 5 (2.0 %) respondents are from Procurement dept.
- 20 (8.0 %) respondents are from Purchase dept.
- 23 (9.2%) respondents are from Quality Assurance
- 22 (8.8 %) respondents are from R & D Dept.
- 27 (10.8 %) respondents are from Quality Control.
- And a small number of respondents are from Administration department, Commercial Dept. and Packaging Dept. with 4(1.6%)

GRAPH.8.SHOWING RESPONDENTS DISTRIBUTION AS PER THEIR DEPARTMENTS



	ADMIN	COMMERCIAL DEPT	ENGINEERING DEPT	HR DEPARTMENT	MAINTENANCE DEPT	MARKETING DEPARTMENT	PACKAGING	PROCUREMENT	PRODUCTION DEPARTMENT	PURCHASE DEPT	QUALITY ASSURANCE	QUALITY CONTROL	R & D
Percent	1.6	1.6	4.8	10.4	13.2	4	1.6	2	24.4	8	9.2	10.8	8.8
Frequency	4	4	12	26	33	10	4	5	61	20	23	27	22

TABLE NO.9. SHOWING RESPONDENT'S DISTRIBUTION AS PER THEIR DESIGNATION.

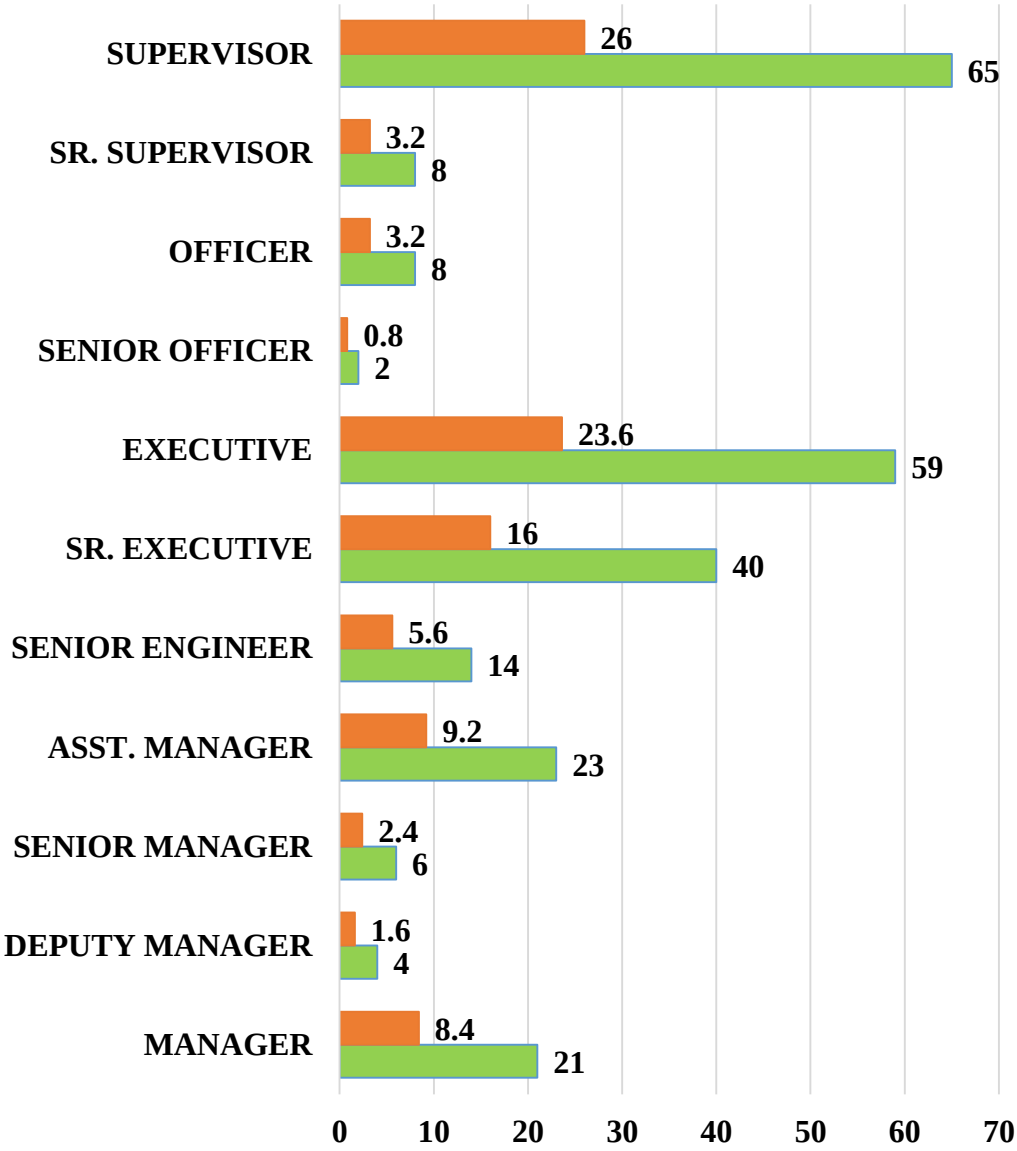
DESIGNATION	FREQUENCY	PERCENT
MANAGER	21	8.4
DEPUTY MANAGER	4	1.6
SENIOR MANAGER	6	2.4
ASST. MANAGER	23	9.2
SENIOR ENGINEER	14	5.6
SR. EXECUTIVE	40	16.0
EXECUTIVE	59	23.6
SENIOR OFFICER	2	.8
OFFICER	8	3.2
SR. SUPERVISOR	8	3.2
SUPERVISOR	65	26.0
Total	**250**	**100.0**

From the above table, it depicts that Majority of respondents was with Supervisor Designation 65 (26%). 21(8.45) respondents are with Manager Designation. 23 (9.2 %) respondents are with Asst. Manager Designation. 40 (16 %) respondents are in Sr. Executive Designation. 59 (23.6%) are with the Executive designation. A small number of respondents are with Sr. Officer Designation 2 (0.8%).

Managerial and Sr. Executive belongs to Middle level management are with 110 (45%) while Executives, Officers and Sr. and Jr. Supervisors belongs to lower level of management are with 140 (56%).

DESIGNATION	FREQUENCY	PERCENT (%)
Managerial	54	21.6
Sr. Executive /Sr.officer	54	21.6
Middle level total	**110**	**45**
Executives /Officers	67	26.8
Supervisors	73	29.2
Lower level total	**140**	**56**
Total	**250**	**100.0**

GRAPH.9. SHOWING RESPONDENTS DISTRIBUTION AS PER THE DESIGNATION

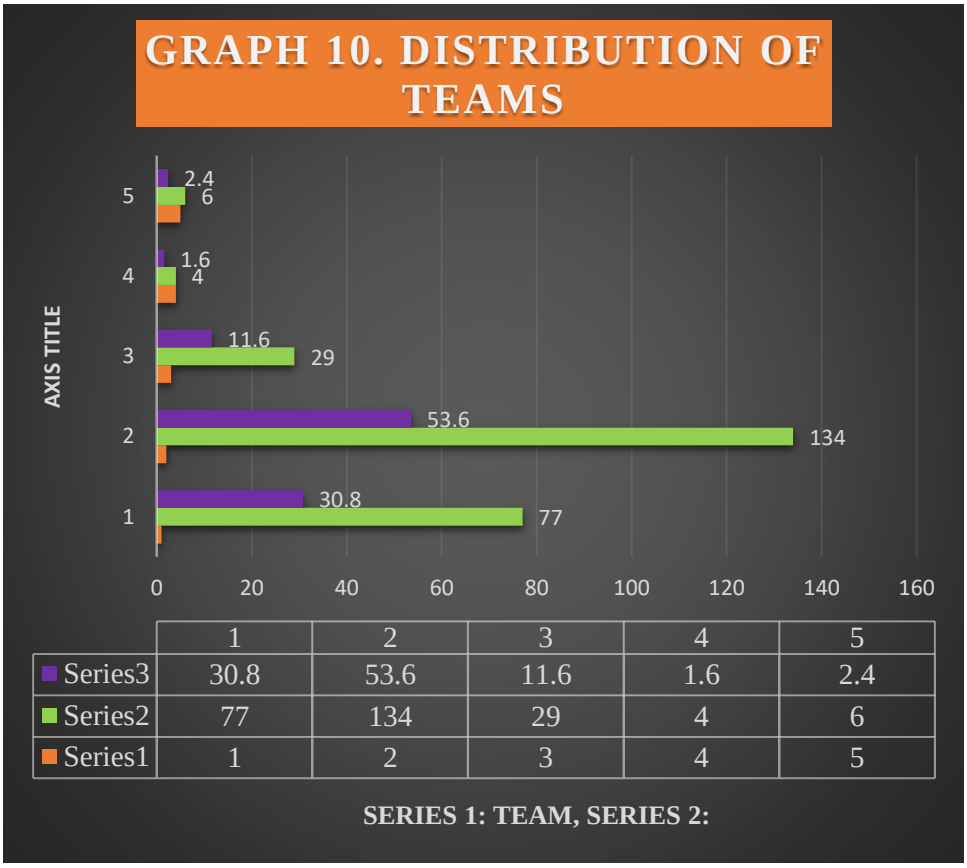


	MANAGER	DEPUTY MANAGER	SENIOR MANAGER	ASST. MANAGER	SENIOR ENGINEER	SR. EXECUTIVE	EXECUTIVE	SENIOR OFFICER	OFFICER	SR. SUPERVISOR	SUPERVISOR
PERCENT	8.4	1.6	2.4	9.2	5.6	16	23.6	0.8	3.2	3.2	26
FREQUENCY	21	4	6	23	14	40	59	2	8	8	65

TABLE 10. SHOWING RESPONDENTS DISTRIBUTION AS PER THE NUMBER OF TEAMS THEY WERE WORKING WITH.

TEAM	FREQUENCY	PERCENT
1.00	77	30.8
2.00	134	53.6
3.00	29	11.6
4.00	4	1.6
5.00	6	2.4
Total	**250**	**100.0**

The majority of respondents are having their role in more than 2 teams at a time with 134 (53.2%) and the small number of team members were having their role more than in 4 teams with 4 (1.6%). 29 (11.6%) Respondents working with more than 3 teams. 77 (30.8%) respondents working with 1 team only. 6 (2.4%) respondents working with 5 teams at a time.



Graph 10. Respondent's distribution as per the number of teams they were working with.

TABLE 11. RESPONDENTS SHOWING THEIR DISTRIBUTION AS PER THEIR TEAM TYPES.

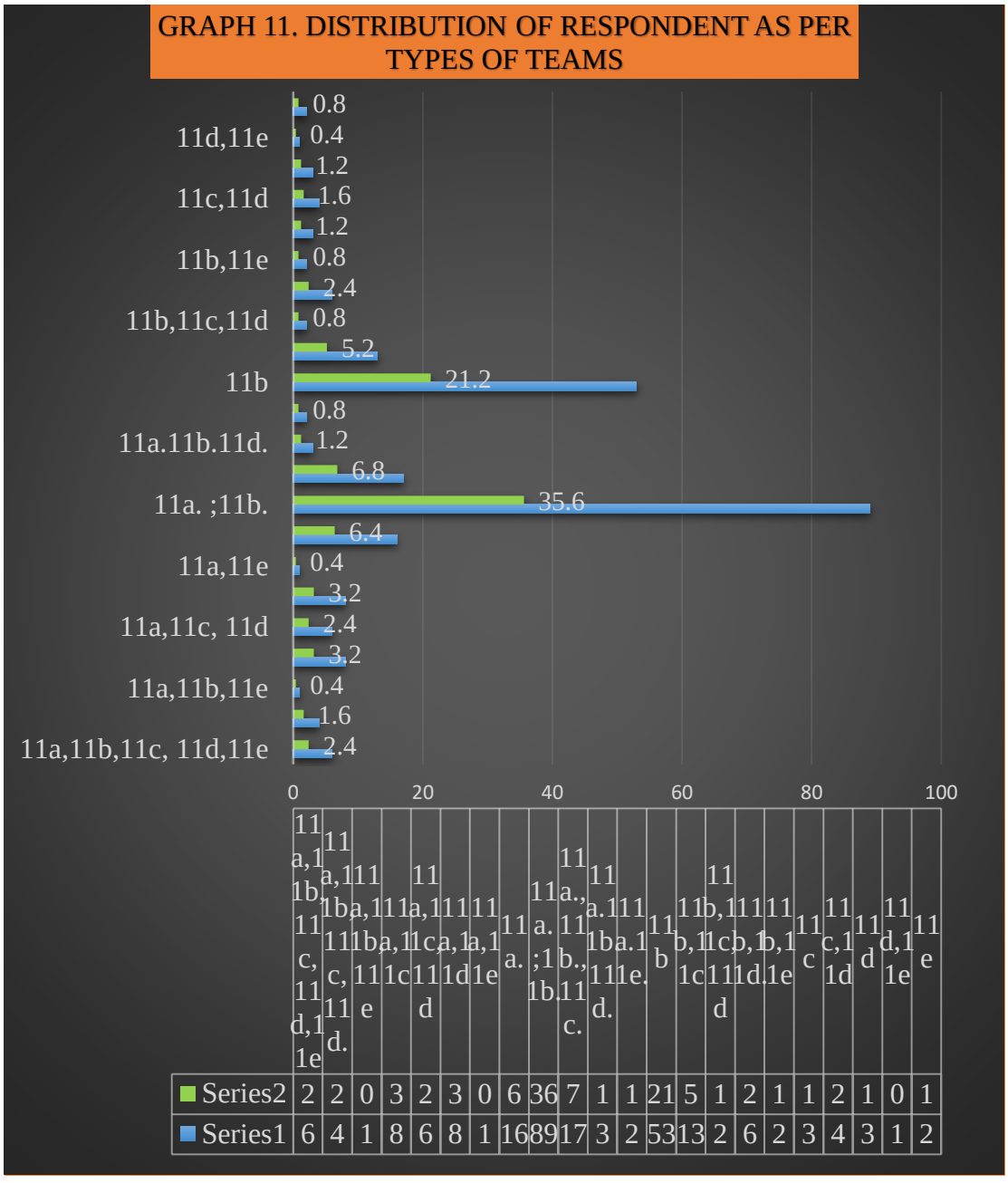
11a. Problem Solving and Strategic, 11b. Work teams, 11c. Cross Functional Teams, 11d. Self-Managed Teams, 11e. Virtual Teams

TEAM STRUCTURE	FREQUENCY	PERCENT
11a,11b,11c, 11d,11e	6	2.4
11a, 11b, 11c, 11d.	4	1.6
11a,11b,11e	1	.4
11a,11c	8	3.2
11a,11c, 11d	6	2.4
11a,11d	8	3.2
11a,11e	1	.4
11a.	16	6.4
11a.11b.	**89**	**35.6**
11a.11b. 11c.	17	6.8
11a.11b.11d.	3	1.2
11a.11e.	2	.8
11b	**53**	**21.2**
11b,11c	13	5.2
11b,11c,11d	2	.8
11b, 11d.	6	2.4
11b,11e	2	.8
11c	3	1.2
11c,11d	4	1.6
11d	3	1.2
11d,11e	1	.4
11e	2	.8
Total	250	100.0

From the above table, it can be observed that respondents worked in several teams at a time. Most of the respondents as a team are working on Problem-solving and strategic decision making as well as work teams with 89 (35.6%). 53 (21.2%) respondents as team member worked in work teams or departmental teams. 17 (6.8%) respondents

worked as team member worked in Problem solving and strategic decision making, work teams as well as Cross Functional teams. Even few respondents worked in all five teams at a time with 6 (2.4%). 4 (1.6%) respondents worked as team members in 4 teams (11a, 11b, 11c, and 11d) and as 11c, 11d.

Thus the majority of respondents are from Problem solving and strategic decision making as well as work teams



Graph 11. Distribution of respondent as per Types of Teams

11a. Problem Solving and Strategic, 11b. Work teams, 11c. Cross Functional Teams 11d. Self-Managed Teams, 11e. Virtual Teams

1A. SECTION 1A. TEAM CLIMATE

I.A.1. TEAM VISION: how clearly the team defines goals.

Table 11. Showing responses of the respondents about the team has a clear vision of what they were supposed to do.

PARAMETERS	**FREQUENCY**	**PERCENT**
STRONGLY AGREE	25	10.0
AGREE	174	69.6
NEUTRAL	37	14.8
DISAGREE	8	3.2
STRONGLY DISAGREE	6	2.4
Total	**250**	**100.0**

From the above table, it was observed that the majority of the respondent with 174 (69.6%) agreed with the statement that the team had a clear vision of what they supposed to do and while the small number of respondents with 6 (2.4 %) of respondents have strongly disagreed with the statement. 8 (3.2%) respondents disagree about the assertion. 37 (14.8%) neutral about a team had the clear vision about what they need to do.25 (10%) strongly agree with the statement.

Thus, it was concluded that most of the respondents agree that their team had the clear vision. Thus it shows the team vision is important criteria for developing conducive team climate.

Table 12. Showing responses of the respondents about the team's activities is guided by a clear mission statement.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	61	24.4
AGREE	159	63.6
NEUTRAL	19	7.6
DISAGREE	8	3.2
STRONGLY DISAGREE	3	1.2
Total	250	100.0

From the above table, it can depict that the majority of respondent agreed with 159 (63.6%) on the statement that team's activities are guided by a clear Mission Statement. 61 (24.4%) respondents strongly agree about the statement. 19 (7.6%) respondents are neutral about the statement. 8 (3.2%) respondents disagree about statement while a small number of respondents strongly disagreed with 3 (1.2 %) of respondents.

Thus, it was concluded that most of the respondents agree that their team activities are guided by a clear mission statement. Thus it shows the team vision is important measures for developing conducive team climate.

Table 13. Showing responses of the respondents about the team's goals is closely aligned with the goals of the organization.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	64	25.6
AGREE	155	62.0
NEUTRAL	23	9.2
DISAGREE	7	2.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of them are agreed with 155 (62%) that the team's goals are closely aligned with the goals of the organization, 64 (25.6%) respondents strongly agree on a statement. 23 (9.2 %) are neutral to it, whereas 7 (2.8%) respondents have disagreed about statement while a small number of the respondents i.e. 1 (0.4%) strongly disagrees with it.

Thus from above interpretation can be concluded that most of the team members agree that team goals are closely aligned with the goals of the organization. Thus it shows the team vision is essential criteria for developing conducive team climate.

Table 14. Showing responses of the respondents about the team had adequate skills and member resources to achieve its goals.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	69	27.6
AGREE	157	62.8
NEUTRAL	19	7.6
DISAGREE	5	2.0
Total	250	100.0

From the above table, it can be stated that majority of them are agreed with 157(62.8%) that the team has adequate skills and with member resources to achieve its goals. 69 (27.6%) respondent strongly agrees with the statement, 19 (7.6%) are neutral with it whereas, a small number of the respondents disagrees 5(2.0 %).

Thus, it can be concluded that most of the respondents agree about team had adequate skills to achieve its goals. Thus it shows the team vision is significant conditions for developing conducive team climate for achieving organisation goals.

Table.15. Showing respondent's views about everyone on the team had a clear and vital role.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	71	28.4
AGREE	158	63.2
NEUTRAL	17	6.8
DISAGREE	3	1.2
STRONGLY DISAGREE	1	0.4
Total	250	100.0

From the above table, it can be stated that the Majority of the team as respondent agreed with 158 (63.2%) said that everyone on the team had a clear and vital role in the achievement of goals. 71 (28.4 %) respondent strongly agrees with the statement, 17 (6.8%) are neutral to it 3 (1.2 %) are disagreeing with the statement whereas, while the small number of the respondents i.e. 1 (0.4%) % strongly disagree with it.

Thus, from above, it can be concluded that most of the respondents agree with everyone on the team had a clear and vital role in the achievement of goals. Thus it shows the team vision is key conditions for increasing conducive team climate for achieving organisation goals.

Table 16. Showing responses of the respondents about the vision and strategies would work if applied to a team, but management decisions should fit with them.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	75	30.0
AGREE	146	58.4
NEUTRAL	26	10.4
DISAGREE	2	.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

From the above table it can be interpreted that most of the respondents said that whatever decision was taken based on the vision and the strategies of the team but it also should fit with the management decision i.e. 146 (58.4) % have agreed with it, whereas 75 (30%) respondents strongly agree with the above statement, 26 (10.4%) respondents are neutral and 2 (0.8%) disagree with the statement while a small number of the respondents i.e. 1 (0.4%) strongly disagreed with it.

From above, it can be concluded that most of the respondents have agreed with the statement that whatever decision are taken based on the vision and the strategies of the team but it also should fit with the management decision. Thus it shows the team vision is basic conditions for increasing favorable team climate for achieving the management decision.

1. A. 2. PARTICIPATIVE SAFETY: interaction and information sharing Trust

Table 17. Showing responses of the respondents about the team keep in regular contact with each other.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	58	23.2
AGREE	159	63.6
NEUTRAL	17	6.8
DISAGREE	11	4.4
STRONGLY DISAGREE	5	2.0
Total	250	100.0

From the above table it can be observed that the majority of the respondent 159 (63.6) % agreed with the statement that they keep in regular contact with each other, 58 (23.2 %) respondents strongly agree with the above statement, 17 (6.8 %) respondents are neutral and 11 (4.4 %) disagree with the statement while the small number of the respondents while a small number of the respondents strongly disagreed with it with 5 (2.0 %).

From above, it can be concluded that the majority of the respondent agreed to the statement that they keep in regular contact with each other. Thus it shows that regular contact will influence the participative safety among team members.

Table 18. A Showing responses of the respondents about the members of the team meets frequently to talk both formally and informally.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	59	23.6
AGREE	157	62.8
NEUTRAL	27	10.8
DISAGREE	6	2.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The most of the respondent 167(62.8%) agreed on the statement that members of the team meet frequently to talk both formally and informally with each other, 59 (23.6 %) respondents strongly agrees with above statement, 27 (10 .8 %) respondents are neutral and 6 (2.4 %) disagrees and only 1 (0.4%) of the respondents strongly disagrees with the statement.

From above interpretation can be concluded that respondent agreed on the statement that members of the team meet frequently to talk both formally and informally with each other. Thus it shows that team meet frequently to talk both formally and informally will impact the participative safety among team members.

Table 19. Showing responses of the respondents about all professional groups work related closely together to ensure employees safety and trust to work in the time limit.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	66	26.4
AGREE	147	58.8
NEUTRAL	27	10.8
DISAGREE	6	2.4
STRONGLY DISAGREE	4	1.6
Total	250	100.0

From above table, it can depict that the majority of the respondent 147(58.8) % agreed on the statement that all professional groups work related closely together to ensure employees safety and trust to work in the time limit. 66 (26.4 %) respondent strongly agrees with the statement, 27(10.8%) are neutral with it, 6 (2.4 %) disagrees with the statement while a few of the respondents strongly disagrees with 4(1.6 %).

From above interpretation can be concluded that respondent agreed on the statement that all professional groups work related closely together to ensure employees safety and trust to work in the time limit. Thus it shows that groups work related closely together to ensure employees safety and trust that had influence on the participative safety among team members.

Table 20. Showing responses of the respondents about people keep each other informed about work-related issues in the team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	93	37.2
AGREE	131	52.4
NEUTRAL	21	8.4
DISAGREE	4	1.6
STRONGLY DISAGREE	1	.4
Total	250	100.0

From the above table it can divulge that the most of the respondent 131 (52.4) %agreed on the statement that people keep each other informed about workplace-related issues on the team, 93 (37.2 %) respondent strongly agrees with the statement, 21 (8.4) % are neutral with it, 4 (1.6) % are disagreeing with the statement and a small number of the respondents strongly disagrees with 1 (0.4) %.

It can be concluded that most of the respondents agreed with the statement that people keep each other informed about work-related issues in the team. Thus it shows that keeping each other informed about work-related issues that had influence on the participative safety among team members.

Table 21. Showing responses of the respondents about the team share information generally in the team rather than keeping it to themselves.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	73	29.2
AGREE	149	59.6
NEUTRAL	20	8.0
DISAGREE	6	2.4
STRONGLY DISAGREE	2	.8
Total	250	100.0

The majority of the respondent the team members as respondents said that 149 (59.6) % agreed with the statement that team shares information generally in the team rather than keeping it to themselves. 73 (29.2 %) respondent strongly agrees with the statement, 20 (8.0) % are neutral with it, 6 (2.4) % disagrees with the statement while a lesser number of the respondents strongly disagrees with 2 (0.8) %

From the above, it can be reasoned that most of the respondent agreed with the statement team share information generally in the team rather than saving it to themselves. Thus it shows that keeping each other informed about work-related issues that had influence on the participative safety among team members.

Table 22 Showing responses of the respondents about that they were comfortable accepting procedural suggestions from other team members.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	72	28.8
AGREE	150	60.0
NEUTRAL	25	10.0
DISAGREE	3	1.2
Total	250	100.0

From the above table, it can be interpreted that the most of the respondent as the team agreed with 150 (60 %.) on the statement that as a team member they were comfortable accepting procedural suggestions from other team members. 72 (28.8 %) respondent strongly agrees with the statement, 25 (10.0 %) are neutral with the statement, while a small number of the respondents disagreed with 3(1.2 %.)

It can be interpreted that the majority of the respondent as the team agreed with the statement that as a team member they were comfortable accepting procedural suggestions from other team members. Thus it shows team member were comfortable accepting procedural suggestions from other team members that had influence on the participative safety among team members.

1. A. 3. SUPPORT FOR INNOVATION: support provided by the team for innovative ideas.

Table 23. Showing responses of the respondents about team members provide practical support for new ideas and their application.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	63	25.2
AGREE	147	58.8
NEUTRAL	27	10.8
DISAGREE	7	2.8
STRONGLY DISAGREE	6	2.4
Total	250	100.0

The many of the respondent as team members agreed with 147 (58.8) % on the statement that Team members provide practical support for new ideas and their application. 63 (25.2 %) respondent strongly agrees with the statement, 27 (10.8%) are neutral with the statement, while few of the respondents disagreed with 7 (2.8 %).while a few of the respondents strongly disagrees with 6(2.4) %.

Thus it can be concluded that most respondents agreed about that team members provide practical support for new ideas and their application. Thus it shows team member were provide practical support for new ideas and their application that had influence on the support for innovation among team members.

Table 24. Showing responses of the respondents about this team they take the time needed to develop new ideas.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	67	26.8
AGREE	147	58.8
NEUTRAL	25	10.0
DISAGREE	9	3.6
STRONGLY DISAGREE	2	0.8
Total	250	100.0

From the above it can be observed that 147 (58.8) % many of the respondent in the team agreed that in team, time needed to develop new ideas and they get support for it 67 (26.8 %) respondent strongly agrees with the statement, 25 (10.0 %) are neutral with it, 9 (3.6 %) disagrees with the statement while a lesser number of the respondents strongly disagrees with 2(0.8) %.

Thus from above, it can be explained that most respondents are agreed on that in the team, time needed to develop new ideas and they get support for it. Thus it shows team member were needed time to develop new ideas and they get support for it that had influence on the support for innovation among team members.

Table 25. Showing responses of the respondents about the team is open and responsive to change

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	61	24.4
AGREE	155	62.0
NEUTRAL	27	10.8
DISAGREE	4	1.6
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent 155(62) % agreed with the statement that team is open and responsive to change.61 (24.4 %) respondent strongly agrees with the statement, 27 (10.8 %) are neutral with it, 4 (1.6 %) disagrees with the statement while a small number of the respondents strongly disagrees with 3(1.2) %.

From above it can be concluded that agreed with statement team is open and responsive to change. Thus it shows team member were open and responsive to change had influence on the support for innovation among team members.

Table 26. Showing responses of the respondents about people in this team are always searching for fresh, new ways of looking at problems.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	66	26.4
AGREE	151	60.4
NEUTRAL	25	10.0
DISAGREE	6	2.4
STRONGLY DISAGREE	2	.8
Total	250	100.0

The majority of the respondent are 151 (60.4%) agree with the statement that the People in this team are always searching for fresh, new ways of looking at problems. 66 (26.4 %) respondent strongly agrees with the statement, 25 (10.0 %) are neutral with it, 6 (2.4 %) disagrees with the statement and a small number of the respondents strongly disagrees about 2 (0.8) %.

Thus from above, it can be concluded that most of the respondents are agree on the statement that the people in this team are always searching for fresh, new ways of looking at problems. Thus it shows team are always searching for fresh, new ways of looking at problems had influence on the support for innovation among team members.

Table 27. Showing responses of the respondents about people in the team cooperate in order to develop and apply new ideas

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	72	28.8
AGREE	147	58.8
NEUTRAL	28	11.2
DISAGREE	2	.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent 147(58.8) % agree on the statement that the people in this team cooperate in order to develop and apply new ideas. 72 (28.8 %) respondent strongly agrees with the statement, 28 (11.2 %) are neutral with it, 2 (0.8 %) disagrees with the statement while a small number of the respondents strongly disagrees with 1(0.4) %.

From above it can be concluded that majority of respondents agree with the statement that the people in this team cooperate in order to develop and apply new ideas had influence on the support for innovation among team members.

Table 28. Showing responses of the respondents about the team regularly take time to consider ways of improving our team's work processes

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	84	33.6
AGREE	135	54
NEUTRAL	22	8.8
DISAGREE	6	2.4
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent as team support for innovation through improving work processes. 135 (54) % agree on the statement. 84 (33.6 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, 6 (2.4 %) disagrees with the statement and a small number of the respondents strongly disagrees with 3 (1.2 %) that they regularly take the time to consider ways of improving our teams work processes.

From above it can be concluded that most of the respondent agree on the statement as team support for innovation through improving work processes had influence on the support for innovation among team members.

1. A. 4. TASK ORIENTATION: Effort the team puts into achieving excellence.

Table 29. Showing responses of the respondents about the team critically appraise potential weaknesses of each other in order to achieve the best possible outcome.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	45	18.0
AGREE	155	62.0
NEUTRAL	37	14.8
DISAGREE	6	2.4
STRONGLY DISAGREE	7	2.8
Total	250	100.0

The majority of the respondent with 155 (62) %agree on the statement that the team critically appraises potential weaknesses of each other in order to achieve the best possible outcome. 45 (18%) respondent strongly agrees with the statement, 37 (14.8 %) are neutral with it, 7 (2.8 %) strongly disagrees with the statement and a small number of the respondents disagrees with 6 (2.4) % on the statement.

From the above, it can be concluded that many of the respondents agree with the statement that team critically appraises potential weaknesses of each other in order to achieve the best possible outcome had influence on the task orientation among team members.

Table 30. Showing responses of the respondents about the team members are oriented about their role in the team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	45	18.0
AGREE	173	69.2
NEUTRAL	23	9.2
DISAGREE	9	3.6
Total	250	100.0

The majority of the respondent as team members agree with 173(69.2) % on the statement that the Team members are oriented about their role. 45 (18%) respondent strongly agrees with the statement, 23 (9.2 %) are neutral with it, while a small number of the respondents as team members disagree with 9(3.6%).

Thus from above interpretation, it can be said that most of them agree with the statement that team members are oriented about their role had influence on the task orientation among team members.

Table 31. Showing responses of the respondents about the team had clear criteria which members try to meet in order to achieve excellence as a team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	69	27.6
AGREE	151	60.4
NEUTRAL	26	10.4
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent 151(60.4) %agree on the statement that the team had clear criteria which members tried to meet their order to achieve excellence as a team. 69 (27.6 %) respondent strongly agrees with the statement, 26 (10.4 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %.

Thus from above it can be stated that respondents agree on the statement that the team had clear criteria which members tried to meet their order to achieve excellence as a team had influence on the task orientation among team members.

Table 32. Showing responses of the respondents about the Team member monitor each other so as to maintain a higher standard of work.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	73	29.2
AGREE	141	56.4
NEUTRAL	28	11.2
DISAGREE	5	2.0
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent 141(56.4) % agree on the statement that the team member monitors each other so as to maintain a higher standard of work. 73 (29.2 %) respondent strongly agrees with the statement, 28 (11.2 %) are neutral with it, while team members in as respondents disagree with 5 (2.0) %.while a small number of the respondents strongly disagrees with 3(1.2) %.

Thus from above, it can be concluded that respondents agree on the statement that the team member monitors each other so as to maintain a higher standard of work had influence on the task orientation among team members.

Table 33.Showing responses of the respondents about the way decisions are made in this team is often reviewed to achieve excellence.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	79	31.6
AGREE	143	57.2
NEUTRAL	22	8.8
DISAGREE	5	2.0
STRONGLY DISAGREE	1	0.4
Total	250	100.0

The majority of the respondent as team members stated that they agree with 143 (57.2) % that the way decisions are made in this team are often reviewed to achieve excellence. 79 (31.6 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, while team members in a small number of the responded disagree with 5 (2.0) %.while a small number of the team members as respondents strongly disagrees with 1(0.4) %.

Thus from above, it can be concluded that respondents agree on the statement that the way decisions are made in this team are often reviewed to achieve excellence had influence on the task orientation among team members.

Table 34.Showing responses of the respondents about Team member build on each other's ideas in order to achieve the best outcome.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	148	59.2
NEUTRAL	19	7.6
DISAGREE	1	0.4
Total	250	100.0

The majority of the team members as a respondent with 148(59.2) % agree on the statement that the team member builds on each other's ideas in order to achieve the best outcome. 82 (32.8 %) respondent strongly agrees with the statement, 19 (7.6 %) are neutral with it, while a small number of the team member as respondents disagrees with 1(0.4) %.

Thus from above, it can be concluded that respondents agree on the statement that the team member builds on each other's ideas in order to achieve the best outcome had influence on the task orientation among team members.

1. A. 5. PARTICIPATIVE SAFETY: SAFETY AND INFLUENCE (SOCIAL DESIRABLE)

Table 35. Showing responses of the respondents about People feel understood and accepted by each other.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	40	16.0
AGREE	138	55.2
NEUTRAL	46	18.4
DISAGREE	18	7.2
STRONGLY DISAGREE	8	3.2
Total	250	100.0

The majority of the respondent as team member agree with 138(55.2) %agree that the people feel understood and accepted by each other. 40 (16.0 %) respondent strongly agrees with the statement, 46 (18.4 %) are neutral with it, while team members in a small number of the responded disagree with 18 (1.6) %.while a small number of the respondents strongly disagrees with (3.2) %.

Thus from above, it can be concluded that respondents agree on the statement that the people feel understood and accepted by each other had influence on the social desirable among team members.

Table 36. Showing responses of the respondents about Everyone's view is listened to, even if it is a small number.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	59	23.6
AGREE	119	47.6
NEUTRAL	58	23.2
DISAGREE	14	5.6
Total	250	100.0

The majority of the respondent as team member said that they agree with 119(47.6) % while neutral with 58(23.2) % on the statement that the Everyone's view is listened to, even if they were in a small number. 59 (23.6 %) respondent strongly agrees with the statement, team member disagree with the statement as a small number of the respondents with 14(5.6) %.

Thus from above, it can be concluded that respondents agree on the statement that everyone's view is listened to, even if it is a small number had influence on the social desirable among team members..

Table 37. Showing responses of the respondents about they believe ‘‘we are in it together’ as their attitude.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	44	17.6
AGREE	141	56.4
NEUTRAL	39	15.6
DISAGREE	22	8.8
STRONGLY DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent as the team member said that they agree with 141 (56.4) % on the statement that they believed in togetherness kind of attitude for any issue as they were in it together. 44 (17.6 %) respondent strongly agrees with the statement, 39 (15.6 %) are neutral with it, while team members in a small number of the respondent strongly disagree with 4(1.6) %.while few of the respondents disagrees with 22(8.8) %.

Thus from above, it can be concluded that respondents agree on the statement that they believed in togetherness kind of attitude for any issue as they were in it together had influence on the social desirable among team members..

Table 38.Showing responses of the respondents about team members help each other to constructively resolve problems or conflicts.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	90	36.0
AGREE	129	51.6
NEUTRAL	22	8.8
DISAGREE	9	3.6
Total	250	100.0

The majority of the respondent as the team member said that they agree with 129(51.6) % on the statement that the Team members help each other to constructively resolve problems or conflicts. 90 (36 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, while a small number of the respondents said they disagree with 9(3.6) %.

Thus from above, it can be concluded that respondents agree on the statement that the Team members help each other to constructively resolve problems or conflicts had influence on the social desirable among team members..

Table 39. Showing responses of the respondents about team has a strong sense of helpfulness for each other in work related matters.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	78	31.2
AGREE	154	61.6
NEUTRAL	15	6.0
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent as team member said that they agree with 154 (61.6) % on the statement that the team has strong sense of helpfulness for each other in work related matters 78 (31.2 %) respondent strongly agrees with the statement, 15 (6 %) are neutral with it, while a small number of the respondents disagrees with 3(1.2) %.

From above it can be concluded that respondents agree on the statement that the team has a strong sense of helpfulness for each other in work related matters had influence on the social desirable among team members.

Table 40. Showing responses of the respondents about in adverse incident related to management, in particular, there is trust and friendliness among team members.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	70	28.0
AGREE	145	58.0
NEUTRAL	30	12.0
DISAGREE	5	2.0
Total	250	100.0

The majority of the respondent as team member agree with 145(58) % on the statement that In an adverse incident related to management, in particular, there is always trust and friendliness among team members. 70 (28 %) respondent strongly agrees with the statement, 30 (12 %) are neutral with it, while few as a small number of the respondents disagrees with 5(2) %.

From above it can be concluded that respondents agree on the statement that the In an adverse incident related to management, in particular, there is always trust and friendliness among team members had influence on the social desirable among team members.

1. A .6. TEAM STABILITY / LONGEVITY

Table 41. Showing responses of the respondents about there is a high rate of retention of staff in this team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	21	8.4
AGREE	125	50.0
NEUTRAL	50	20.0
DISAGREE	38	15.2
STRONGLY DISAGREE	16	6.4
Total	250	100.0

The most of the respondent as team member responded that they agree with 125(50) % on the statement that there was a high rate of retention of staff in respondents team. 21 (8.4 %) respondent strongly agrees with the statement, 50 (20 %) are neutral with it, while team members in a small number of the respondents strongly disagree with 16 (6.4) %.and few as a small number of the respondents said that they disagree with 38(15.2) %.

Thus from above, it can be stated that respondents agree on the statement there was a high rate of retention of staff in respondents team. Thus it shows that team member were team stability needed for developing overall conducive team climate.

Table 42. Showing responses of the respondents about my team is most stable team amongst another team of another department.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	75	30.0
AGREE	120	48.0
NEUTRAL	43	17.2
DISAGREE	10	4.0
STRONGLY DISAGREE	2	.8
Total	250	100.0

The majority of the respondent as team member stated that they agree 120 (48) % on the statement that team was most stable team amongst another team of another department. 75 (30 %) respondent strongly agrees with the statement, 43 (17.2 %) are neutral with it, while team members as respondents disagree with 10 (4.0) %. and a small number of the respondents stated that they strongly disagree with 2 (0.8) %.

Thus from above, it can be stated that respondents agree on the statement that team was most stable team amongst another team of another department. Thus team members show stability with team which helps to develop positive team climate.

1. A. 7. SHARED LEADERSHIP

Table 43. Showing responses of the respondents about team leaders take initiatives to promote high shared motivation.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	53	21.2
AGREE	152	60.8
NEUTRAL	41	16.4
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent as team members said that they agree 152 (60.8) % on the statement team leaders take initiatives to promote high shared motivation. 53 (21.2 %) respondent strongly agrees with the statement, 41 (16.4 %) are neutral with it, while a small number of the respondents disagrees with 4(1.6) %.

Thus from above, it can be stated that respondents agree on the statement that team leaders take initiatives to promote high shared motivation. Thus high motivation level provided a better team climate to achieve goals.

Table 44. Showing responses of the respondents about team leader influences on participation safety and innovation aspects.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	51	20.4
AGREE	133	53.2
NEUTRAL	22	8.8
DISAGREE	18	7.2
STRONGLY DISAGREE	26	10.4
Total	250	100.0

The majority of the respondent as team member stated that they agree on with133 (53.2) % on the statement that team leader influences on participation safety and innovation aspects 51 (20.4 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, while team members as respondents disagrees with 18 (7.2) %.while a small number of the respondents strongly disagrees with 26 (10.4) %.

Thus from above, it can be stated that respondents agree on the statement that team leader influences on participation safety and innovation aspects. Thus influences on participation safety and innovation level provided a better team climate to achieve goals.

Table 45. Showing responses of the respondents about team leaders take initiatives to develop morale and high commitment towards the team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	81	32.4
AGREE	144	57.6
NEUTRAL	25	10.0
Total	250	100.0

The most of the respondent as team member said that they were agreed about the statement with 144 (57.6) % that team leaders take initiatives to develop their morale and high commitment towards team while few of the respondents neutral with 25(10) % .81 (32.4 %) respondent strongly agrees with the statement.

Thus from above, it can be stated that respondents agree on the statement that team leaders take initiatives to develop their morale and high commitment towards the team. Thus influences on their morale and high commitment towards the team level provided a better team climate to achieve objectives.

1B. SECTION B. TEAM EFFECTIVENESS

1. B. 1. TEAM SPIRIT: Its culture or atmosphere of the team

Table 46. Showing responses of the respondents about team members created a positive team atmosphere

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	49	19.6
AGREE	160	64.0
NEUTRAL	33	13.2
DISAGREE	1	.4
STRONGLY DISAGREE	7	2.8
Total	250	100.0

The most of the respondent revealed that they agree with 160(64) % on the statement that team spirit of the team is based on creating a positive team atmosphere within the team. 49 (19.6 %) respondent strongly agrees with the statement, 33 (13.2 %) are neutral with it, while team members in a small number of the responded disagree with 1(0.4) %.

Thus from above, it can be stated that respondents agree on the statement that team spirit of the team is based on creating a positive team atmosphere within the team. Thus develops positive team spirit needed for team effectiveness.

Table 47. Showing responses of the respondents about team member show willingness to accept a new challenge

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	83	33.2
AGREE	141	56.4
NEUTRAL	21	8.4
DISAGREE	2	0.8
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The many of the respondent as team member depicted that 141(56.4) % agree on the statement that team spirit of the team is based on showing a willingness to accept a new challenge within the team. 83 (33.2 %) respondent strongly agrees with the statement, 21 (8.4 %) are neutral with it, while team members in a small number of the responded they disagrees with 2(0.8%) as a small number of the respondents.

Thus from above, it can be agreed that team spirit of the team is based on showing a willingness to accept a new challenge within the team. Thus develops positive team spirit needed for team effectiveness.

Table 48.Showing responses of the respondents about team members build a collaborative working climate

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	73	29.2
AGREE	153	61.2
NEUTRAL	18	7.2
DISAGREE	3	1.2
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent depicted that they agree with 153 (61.2) % on the statement that team spirit builds a collaborative working climate within the team. 73 (29.2 %) respondent strongly agrees with the statement, 18 (7.2 %) are neutral with it, while a small number of the respondents strongly disagrees as well as disagrees with 3(1.2) %.

Thus from above, it can be stated that respondents agree on the statement that team spirit builds a collaborative working climate within the team. Thus develops positive team spirit through collaborative working climate needed for team effectiveness.

1. B. 2. RELATIONSHIPS: the quality of relationships

Table 49.Showing responses of the respondents about team member support and appreciate each other

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	90	36.0
AGREE	123	49.2
NEUTRAL	25	10.0
DISAGREE	12	4.8
Total	250	100.0

The most of the respondent with 123(49.2%) agree that as team member they support and appreciate each other. 90 (36 %) respondent strongly agrees with the statement, 25 (10 %) are neutral with it, while 12 (4.8) % respondent as team disagrees with the statement.

Thus from above, it can be stated that respondents agree on the statement that team member they support and appreciate each other. Thus develops positive quality of relationships needed for team effectiveness as team member support and appreciate each other's.

Table 50. Showing responses of the respondents about said that they trust and respect each other.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	102	40.8
AGREE	126	50.4
NEUTRAL	19	7.6
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent with agree 126 (50.4) % on the statement that team members trust and respect each other. 102 (40.8 %) respondent strongly agrees with the statement, 19 (7.6 %) are neutral with it, while a small number of the respondents disagrees 3 (1.2) %

Thus from above, it can be stated that respondents agree on the statement that team members trust and respect each other. Thus develops positive quality of relationships needed for team effectiveness as team members trust and respect each other.

Table 51.Showing responses of the respondents about team member work through conflicts to create win: win results

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	83	33.2
AGREE	141	56.4
NEUTRAL	19	7.6
DISAGREE	5	2.0
STRONGLY DISAGREE	2	.8
Total	250	100.0

The most of the respondent revealed that 141 (56.4) % agree on the statement that team members work through conflicts to create a win: win results. 83 (33.2 %) respondent strongly agrees with the statement, 19 (7.6 %) are neutral with it, while team members in a small number of the responded disagree with 5(2) %.while a small number of the respondents strongly disagrees with 2(0.8) %.

Thus from above, it can be stated that respondents agree on the statement that they develops positive quality of relationships needed for team effectiveness as team members work through conflicts to create a win: win results.

1. B. 3. COLLABORATION AND DELIVERY: the team works together

Table 52. Showing responses of the respondents about team member work collaboratively under pressure.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	46	18.4
AGREE	136	54.4
NEUTRAL	58	23.2
DISAGREE	4	1.6
STRONGLY DISAGREE	6	2.4
Total	250	100.0

The many of the respondent 136 (54.4%) that they can work under pressure with collaboration, while 58 (23.2%) are neutral about the statement. 69 (27.6 %) respondent strongly agrees with the statement, 26 (10.4 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %.

Thus from above, it can be stated that respondents agree on the statement that they develops positive collaboration among team member needed for team effectiveness as they can work under pressure with collaboration.

Table 53.Showing responses of the respondents about team members develop clear delivery plans and focus on delivering results

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	70	28.0
AGREE	148	59.2
NEUTRAL	31	12.4
DISAGREE	1	.4
Total	250	100.0

The majority of the respondent as team depicted 148(59.2) % agree on the statement that team members develop clear delivery plans and focus on delivering results for team effectiveness. 70 (28 %) respondent strongly agrees with the statement, 31 (12.4 %) are neutral with it, while a small number of the respondents 1(0.4) % disagrees with the statement.

Thus from above, it can be stated that respondents agree on the statement that they develops positive collaboration among team member needed for team effectiveness as team members develop clear delivery plans and focus on delivering results for team effectiveness.

Table 54. Showing responses of the respondents about team members believe they were accountable for our work.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	151	60.4
NEUTRAL	15	6.0
DISAGREE	1	.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent revealed as teams revealed 151 (60.4) % on the statement that team members believe that they were accountable for their work. 82 (32.8 %) respondent strongly agrees with the statement, 15 (6 %) are neutral with it, while a small number of the respondents 1(0.4) % disagrees as well as strongly disagrees with the statement.

Thus from above, it can be stated that respondents agree on the statement that they develops positive collaboration among team member needed for team effectiveness as team members believe that they were accountable for their work.

1. B. 4. PURPOSE AND OBJECTIVES: clear understanding of vision and mission

Table 55. Showing responses of the respondents about team have a clear sense of 'team purpose'

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	72	28.8
AGREE	140	56
NEUTRAL	21	8.4
DISAGREE	17	6.8
Total	250	100.0

The majority of the respondent as team member 140 (56) % agree with the statement that team members believe that they had clear sense of team purpose.72 (28.8 %) respondent strongly agrees with the statement, 21 (8.4 %) are neutral with it, while a small number of the respondents disagrees 17 (6.8) %.

Thus from above, it can be stated that respondents agree on the statement that that team members believe that they had a clear sense of team purpose needed for team effectiveness.

Table 56. Showing responses of the respondents about team members are committed to their team objectives.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	84	33.6
AGREE	142	56.8
NEUTRAL	22	8.8
DISAGREE	1	.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The most of the respondent reveals that 142(56.8) % agree on the statement that team members believe that they were committed to their team objectives. 84 (33.6 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, while a small number of the respondents strongly disagrees and disagrees with 1 (0.4) %

Thus from above, it can be stated that respondents agree on the statement that that team members believe that they were committed to their team objectives needed for team effectiveness.

Table 57. Showing responses of the respondents about team member work to clear objectives that support the achievement of the team's vision.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	84	33.6
AGREE	131	52.4
NEUTRAL	31	12.4
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent depicts that 131 (52.4) % agree on the statement that team members believe that they work to clear objectives that support their achievement of team vision. 84 (33.6 %) respondent strongly agrees with the statement, 31 (12.4 %) are neutral with it, while few of the respondents disagrees with 4 (1.6) % on the statement.

Thus from above, it can be stated that respondents agree on the statement that team members believe that they work to clear objectives that support their achievement of team vision needed for team effectiveness.

1. B. 5. COMMUNICATION: Flow of information and volume of information

Table 58. Showing responses of the respondents about team members had clear communication processes that provide complete information.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	49	19.6
AGREE	150	60.0
NEUTRAL	32	12.8
DISAGREE	7	2.8
STRONGLY DISAGREE	12	4.8
Total	250	100.0

The majority of the respondent shows that teams agree with 150(60) % on the statement that team members believe that they have clear communication processes that provide complete information. 49 (19.6 %) respondent strongly agrees with the statement, 32 (12.8 %) are neutral with it, while team members in a small number of the responded disagree with 7 (2.8) %.while some of the respondents with few in response said strongly disagrees with 12(4.8) % on the statement.

Thus from above, it can be stated that respondents agree on the statement that team members believe that they have clear communication processes needed for team effectiveness as that provide complete information.

Table 59. Showing responses of the respondents about team members provided each other with constructive feedback (positive and critical).

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	68	27.2
AGREE	146	58.4
NEUTRAL	29	11.6
DISAGREE	6	2.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent depicts that 146(58.4) % agree on the statement that team members believe that they provide each other with constructive feedback (positive and critical) 68 (27.2 %) respondent strongly agrees with the statement, 29 (11.6 %) are neutral with it and a small number of the respondents disagrees with 6(2.4) % and strongly disagrees with 1(0.4%).

Thus from above, it can be stated that respondents agree on the statement that team members believe that they provide each other with constructive feedback (positive and critical) needed for team effectiveness.

Table 60. Showing responses of the respondents about team members openly talk and really listen to each other.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	74	29.6
AGREE	154	61.6
NEUTRAL	18	7.2
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent shows that 154(61.6) % agree on the statement that team members believe that they openly talk and really listen to each other. 74 (29.6 %) respondent strongly agrees with the statement, 18 (7.2 %) are neutral with it, while a small number of the respondents disagrees with 4(1.6) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that they openly talk and really listen to each other needed for team effectiveness.

1. B. 6. TEAM LEADERSHIP: able to lead the team for betterment

Table 61. Showing responses of the respondents about team leader focus on team's technical and interpersonal skills.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	66	26.4
AGREE	148	59.2
NEUTRAL	32	12.8
DISAGREE	3	1.2
STRONGLY DISAGREE	1	.4
Total	250	100.0

The most of the respondent reveals that 148 (59.2) % agree on the statement that team members believe that their leader focuses on team's technical and interpersonal skills for team effectiveness. 66 (26.4 %) respondent strongly agrees with the statement, 32 (12.8 %) are neutral with it, while few said that they disagree with 3 (1.2)%, a small number of the respondents said that they strongly disagree with 1(0.4%)

Thus from above, it can be stated that respondents agree on the statement that that team members believe that their leader focuses on team's technical and interpersonal skills for team effectiveness.

Table 62. Showing responses of the respondents about team leader focus on problem-solving and intelligent risk taking.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	76	30.4
AGREE	148	59.2
NEUTRAL	24	9.6
DISAGREE	1	.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent depicts that 148 (59.2) % agree on the statement that team members believe that leader focuses on problem-solving and intelligent risk taking for making team effective. 76 (30.4 %) respondent strongly agrees with the statement, 24 (9.6 %) are neutral with it, a small number of the respondents strongly disagrees and disagrees with 1 (0.4) %.

Thus from above, it can be stated that respondents agree on the statement that for team effectiveness, team members believe that leader focuses on problem-solving and intelligent risk taking.

Table 63. Showing responses of the respondents about team leaders take initiatives to make sure the team develops and empowers them.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	78	31.2
AGREE	143	57.2
NEUTRAL	26	10.4
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent shows that 143 (57.2) % agree on the statement that Team leaders take initiatives to make sure that the team develops and empowers them for developing effective teams. 78 (31.2 %) respondent strongly agrees with the statement, 26 (10.4 %) are neutral with it, and a small number of the respondents disagrees with 3(1.2) %.

Thus from above, it can be stated that respondents agree on the statement that Team leaders take initiatives to make sure that the team develops and empowers them for developing effective teams.

1. B. 7. ROLE CLARITY: Being clear about where each team member contributes

Table 64. Showing responses of the respondents about team had clearly defined roles and responsibilities.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	62	24.8
AGREE	150	60.0
NEUTRAL	33	13.2
DISAGREE	4	1.6
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent reveals that 150(60) % agree on the statement that team members believe that they have clearly defined roles and responsibilities for working effectively as a team. 62 (24.8 %) respondent strongly agrees with the statement, 33 (13.2 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %.and a small number of the respondents strongly disagrees 1(0.4) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that they have clearly defined roles and responsibilities for working effectively as a team.

Table 65. Showing responses of the respondents about team understand each other's roles and have the right mix of skills.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	73	29.2
AGREE	154	61.6
NEUTRAL	11	4.4
DISAGREE	12	4.8
Total	250	100.0

The majority of the respondent depicted that 154 (61.6) % agree on the statement that team members believe that they understand each other's roles and have the right mix of skills. 73 (29.2 %) respondent strongly agrees with the statement, 11 (4.4 %) are neutral with it, and a small number of the respondents reveals that they disagree with 12(4.8) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that they understand each other's roles and have the right mix of skills for improving team effectiveness.

Table 66. Showing responses of the respondents about the team are shared about performance or project task.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	73	29.2
AGREE	150	60.0
NEUTRAL	24	9.6
DISAGREE	2	.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent reveals that 150(60) % agree on the statement that team members they were shared about their performance or project task for being effective as a team. 73 (27.6 %) respondent strongly agrees with the statement, 24 (9.6 %) are neutral with it, while team members in a small number of the responded disagree with 2 (0.8) %.and a small number of the respondents strongly disagrees with 1(0.4) %

Thus from above, it can be stated that respondents agree on the statement that team members they were shared about their performance or project task for being effective as a team.

1. B. 8. PROBLEM-SOLVING AND DECISION-MAKING:

Table 67. Showing responses of the respondents about team involve appropriate people in the decision-making process and problem-solving.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	64	25.6
AGREE	149	59.6
NEUTRAL	33	13.2
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent showed that 149 (59.6) % agree on the statement that team members involve appropriate people in the decision-making process and problem-solving. 64 (25.6 %) respondent strongly agrees with the statement, 33 (13.2 %) are neutral with it. While a small number of the respondents disagrees with 4(1.6) %

Thus from above, it can be stated that respondents agree on the statement that team members involve appropriate people in the decision-making process and problem-solving for team effectiveness.

Table 68. Showing responses of the respondents about team make effective decisions which ensure team members involvement

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	76	30.4
AGREE	152	60.8
NEUTRAL	19	7.6
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent depicts that 152(60.8) % agree on the statement that team members make effective decisions which ensure team members involvement. 76 (30.4 %) respondent strongly agrees with the statement, 19 (7.6 %) are neutral with it, and a small number of the respondents disagrees with 3(1.2) %

Thus from above, it can be stated that respondents agree on the statement that team members make effective decisions which ensure team members involvement leads to team effectiveness.

Table 69. Showing responses of the respondents about team take decisions to resolve problems of organization

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	148	59.2
NEUTRAL	18	7.2
DISAGREE	2	.8
Total	250	100.0

The majority of the respondent reveals that 148(59.2) % agree on the statement that team members take decisions to resolve problems of organization. 82 (32.8 %) respondent strongly agrees with the statement, 18 (7.2 %) are neutral with it, and a small number of the respondents said that they disagreed with 2(0.8) %.

Thus from above, it can be stated that respondents agree on the statement that team members take decisions to resolve problems of organisation to improve overall team functioning to achieve success.

1. B. 9. DEVELOPMENT AND IMPROVEMENT (TEAM AND INDIVIDUAL):

Table 70. Showing responses of the respondents about team members willingly spend time to help each other learn and develop

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	80	32.0
AGREE	140	56.0
NEUTRAL	27	10.8
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent reveals that 140(56) % agree on the statement that team members willingly spend the time to help each other learn and develop. 80 (32 %) respondent strongly agrees with the statement, 27 (10.8 %) are neutral with it, while a small number of the respondents disagrees with 3 (1.2) %.

Thus from above, it can be stated that respondents agree on the statement that team members willingly spend the time to help each other learn and develop for improving team empowerment for team effectiveness.

Table 71. Showing responses of the respondents about team members create an environment where people can flourish and grow.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	71	28.4
AGREE	151	60.4
NEUTRAL	20	8.0
DISAGREE	7	2.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent depicts that 151(60.4) % agree on the statement that team members create an environment where people can flourish and grow. 71 (28.4 %) respondent strongly agrees with the statement, 20 (8 %) are neutral with it, while team members in a small number of the responded disagree with 7 (2.8) %. and a small number of the respondents strongly disagrees with 1(0.4) %.

Thus from above, it can be stated that for team empowerment respondents agree on the statement that team members create an environment where people can flourish and grow.

Table 72. Showing responses of the respondents about team members create a culture of continuous improvement.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	141	56.4
NEUTRAL	21	8.4
DISAGREE	6	2.4
Total	250	100.0

The majority of the respondent depicts that 141(56.4) % agree on the statement that team members create a culture of continuous improvement. 82 (32.8 %) respondent strongly agrees with the statement, 21 (8.4 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %. while a small number of the respondents disagrees with 6(2.4) %

Thus from above, it can be stated that for team empowerment respondents agree on the statement that team members create a culture of continuous improvement.

1. B. 10. CUSTOMER FOCUS:

Table 73.Showing responses of the respondents about the team members build effective working relationships with our customers

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	79	31.6
AGREE	141	56.4
NEUTRAL	24	9.6
DISAGREE	4	1.6
STRONGLY DISAGREE	2	.8
Total	250	100.0

The majority of the respondent stated that 141(56.4) % agree on the statement that team members build effective working relationships with their customers. 79 (31.6 %) respondent strongly agrees with the statement, 24 (9.6 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %. and a small number of the respondents strongly disagrees with 2(0.8) %

Thus from above, it can be stated that respondents agree on the statement that team members build effective working relationships with their customers.

Table 74. Showing responses of the respondents about as team they understand the needs and expectations of our customers.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	145	58.0
NEUTRAL	21	8.4
DISAGREE	2	.8
Total	250	100.0

The majority of the respondent revealed that 145(58) % agree on the statement that team members as a team understand the needs and expectations of their customers. The respondent with 82 (32.8 %) strongly agrees on the statement, 21 (8.4 %) are neutral with it, and a small number of the respondents disagrees with 2 (0.8) %.

Thus from above, it can be stated that respondents agree on the statement that for proper team functioning team members as a team understand the needs and expectations of their customers.

Table 75. Showing responses of the respondents about they take action to improve customer service as a team when complaints arise.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	99	39.6
AGREE	133	53.2
NEUTRAL	16	6.4
DISAGREES	2	.8
Total	250	100.0

The most of the respondent gave an opinion that 133(53.2) % agree on the statement that team members take action to improve customer service as a team when complaints arise. 99 (39.6 %) respondent strongly agrees with the statement, 16 (6.4 %) are neutral with it, and a small number of the respondents reveals 2 (0.8) % of disagreement with the statement.

Thus from above, it can be stated that respondents agree on the statement that for proper team function for team effectiveness, team members take action to improve customer service as a team when complaints arise.

1. B. 11. REWARDS AND RECOGNITION

Table 76. Showing responses of the respondents about Recognition leads to effective team performance

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	64	25.6
AGREE	146	58.4
NEUTRAL	33	13.2
DISAGREE	6	2.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The most of the respondent depicts that 146 (58.4) % agree on the statement that team members believe that Recognition leads to effective team performance. 64 (25.6 %) respondent strongly agrees with the statement, 33 (13.2 %) are neutral with it, while team members in a small number of the responded disagree with 6 (2.4) %. and a small number of the respondents strongly disagrees with 1(0.4) %

Thus from above, it can be stated that respondents agree on the statement that for team empowerment to achieve team effectiveness, team members believe that recognition leads to effective team performance.

Table 77. Showing responses of the respondents about recognition leads to a better climate of working within a team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	65	26.0
AGREE	159	63.6
NEUTRAL	23	9.2
DISAGREE	2	.8
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent gave a response that 159(63.6) % agree on the statement that team members believe that recognition leads to a better climate of working within a team. 65 (26 %) respondent strongly agrees with the statement, 23 (9.2 %) are neutral with it, while team members in a small number of the responded disagree with 2(0.8) % and a small number of the respondents strongly disagrees with 1(0.4) %.

Thus from above it can be stated that respondents agree on the statement that for team effectiveness, team members believe that recognition leads to better climate of working within team

Table 78. Showing responses of the respondents about rewards motivate the team to be more effective.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	93	37.2
AGREE	141	56.4
NEUTRAL	16	6.4
Total	250	100.0

The majority of the respondent reveals that 141(56.4) % agree on the statement that team members believe that Rewards motivate the team to be more effective. 93 (37.2 %) respondent strongly agrees with the statement and a small number of the respondents neutral with 16(6.4) %

Thus from above, it can be stated that respondents agree on the statement that for achieving team effectiveness, team members believe that rewards motivate the team to be more effective.

1. SECTION C.ORGANISATIONAL DEVELOPMENT

1. C. 1. TEAM STRATEGIES AND GOALS

Table 79. Showing responses of the respondents about the organization's (or departments, etc.) strategy is clear to my team.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	33	13.2
AGREE	165	66.0
NEUTRAL	29	11.6
DISAGREE	13	5.2
STRONGLY DISAGREE	10	4.0
Total	250	100.0

The majority of the respondent 165 (66) % agree on the statement that team members believe that the organization's (or department's, etc.) strategy was clear to their team. 33 (13.2 %) respondent strongly agrees with the statement, 29 (11.6 %) are neutral with it, while team members in a small number of the responded disagree with 13 (5.2) %. and a small number of the respondents strongly disagrees 10(4.0) %

Thus from above, it can be stated that respondents agree on the statement that for team development, team members must believe that the organization's (or department's, etc.) strategy was clear to their team.

Table 80. Showing responses of the respondents about team's goals are clear to my team for organizational development.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	81	32.4
AGREE	134	53.6
NEUTRAL	25	10.0
DISAGREE	7	2.8
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent depicts that 134(53.6) % agree on the statement that team members believe that team's goals are clear to team for organizational development. 81 (32.4 %) respondent strongly agrees with the statement, 25 (10 %) are neutral with it, while team members in a small number of the responded disagree with 7 (2.8) %. and a small number of the respondents strongly disagrees with 3(1.2) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team's goals are clear to team for organizational development.

Table 81. Showing responses of the respondents about team's goals are aligned with the business' strategy.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	68	27.2
AGREE	162	64.8
NEUTRAL	17	6.8
DISAGREE	1	.4
STRONGLY DISAGREE	2	.8
Total	250	100.0

The most of the respondent are agree with 162 (64.8) % on the statement that team members believe that team's goals are aligned with the business' strategy. 68 (27.2 %) respondent strongly agrees with the statement, 17 (6.8 %) are neutral with it, while team members in a small number of the responded strongly disagrees with 2(0.8 %) and a small number of the respondents stated that they disagree with 1(0.4) % on the statement.

Thus from above, it can be stated that respondents agree on the statement that that team members believe that team's goals are aligned with the business' strategy to achieve organisational goals.

Table 82. Showing responses of the respondents about my team is aligned on what is expected of them to achieve their goals.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	74	29.6
AGREE	149	59.6
NEUTRAL	20	8.0
DISAGREE	4	1.6
STRONGLY DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent149 (59.6) % on the statement that team members believe that team was aligned on what had expected of them to achieve their goals. 74 (29.6 %) respondent strongly agrees with the statement, 20 (8 %) are neutral with it, while team members in a small number of the responded disagree with 4(1.6) %. and a small number of the respondents 3(1.2) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team was aligned on what had expected of them to achieve their goals.

1 .C. 2. TEAM MEMBERSHIP AND ROLES

Table 83. Showing responses of the respondents about the mix of skills and experience on my team positively affects its ability to work effectively on different types of problems and tasks.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	48	19.2
AGREE	156	62.4
NEUTRAL	39	15.6
DISAGREE	6	2.4
STRONGLY DISAGREE	1	.4
Total	250	100.0

The majority of the respondent reveal that 156(62.4) % agree on the statement that team members believe that the mix of skills and experience on my team positively affects its ability to work effectively on different types of problems and tasks. 48 (19.2 %) respondent strongly agrees with the statement, 39 (15.6 %) are neutral with it, while team members in a small number of the responded disagree with 6 (2.4) %. and a small number of the respondents strongly disagrees with 1(0.4) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that the mix of skills and experience leads team positively that affects its ability to work effectively on different types of problems and tasks for achieving organisational goals.

Table 84. Showing responses of the respondents about my team collectively possesses all the abilities and perspectives necessary to get its work done at a high-performance level for organizational development.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	71	28.4
AGREE	138	55.2
NEUTRAL	35	14.0
DISAGREE	6	2.4
Total	250	100.0

The majority of the respondent depicts that 138(55.2) % agree on the statement that team members believe that team collectively possesses all the abilities and perspectives necessary to get its work done at a high-performance level for organizational development. 71 (28.4 %) respondent strongly agrees with the statement, 35 (14 %) are neutral with it, and a small number of the respondents disagrees with 6(2.4) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that team collectively possesses all the abilities and perspectives necessary to get its work done at a high-performance level for organizational development.

Table 85. Showing responses of the respondents about the team has shared values and perspectives.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	70	28.0
AGREE	158	63.2
NEUTRAL	17	6.8
DISAGREE	5	2.0
Total	250	100.0

The most of the respondent gave an opinion that 158 (63.2) % agree on the statement that team members believe that team always shared values and perspectives to each other. 70 (28 %) respondent strongly agrees with the statement, 17 (6.8 %) are neutral with it, and a small number of the respondents disagrees with 5(2.0) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team always shared values and perspectives to each other for achieving organisational development.

Table 86. Showing responses of the respondents about team members' roles are clear to all.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	87	34.8
AGREE	138	55.2
NEUTRAL	22	8.8
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent states that 138(55.2) % agree on the statement that team members believe that Team members' roles are clear to all. 87 (34.8 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, and a small number of the respondents disagrees with 3(1.2) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that team members roles are clear to them as part of team intervention.

1. C. 3. TEAM PROCEDURES AND PROCESSES

Table 87. Showing responses of the respondents about team members share ownership of setting the team's work agenda.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	41	16.4
AGREE	166	66.4
NEUTRAL	37	14.8
DISAGREE	5	2.0
STRONGLY DISAGREE	1	.4
Total	250	100.0

The most of the respondent revealed that 166(66.4) % agree on the statement that team members believe that team members share ownership of setting the team's work agenda. 41 (16.4 %) respondent strongly agrees with the statement, 37 (14.8 %) are neutral with it, while team members in a small number of the responded disagree with 5 (2) %. and a small number of the respondents strongly disagrees with 1 (0.4) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team members share ownership of setting the team's work agenda for achieving their organisational goals.

Table 88. Showing responses of the respondents about team shares information effectively for improving work-related matters.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	70	28.0
AGREE	155	62.0
NEUTRAL	22	8.8
DISAGREE	3	1.2
Total	250	100.0

The majority of the respondent 155 (62) % on the statement that team members believe that Team shares information effectively for improving work-related matters. 70 (28 %) respondent strongly agrees with the statement, 22 (8.8 %) are neutral with it, and a small number of the respondents 3 (1.2) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team shares information effectively for improving work-related matters.

Table 89. Showing responses of the respondents about team coordinates its work efficiently and productively.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	79	31.6
AGREE	143	57.2
NEUTRAL	26	10.4
DISAGREE	2	.8
Total	250	100.0

The majority of the respondent depicts that 143(57.2) % agree on the statement that team members believe that team coordinates its work efficiently and productively. 79 (31.6 %) respondent strongly agrees with the statement, 26 (10.4 %) are neutral with it, and a small number of the respondents disagrees with 2(0.8) %

Thus from above, it can be stated that respondents agree on the statement that that team members believe that team coordinates its work efficiently and productively.

Table 90. Showing responses of the respondents about team is clear about decision-making processes and follows them.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	89	35.6
AGREE	131	52.4
NEUTRAL	21	8.4
DISAGREE	9	3.6
Total	250	100.0

The many of the respondents stated that 131(52.4) % agree on the statement that team members believe that teams are clear about decision-making processes and follow them. 89 (35.6 %) respondent strongly agrees with the statement, 21 (8.4 %) are neutral with it, while a small number of the respondents with 9(3.6) % disagrees with it.

Thus from above, it can be stated that respondents agree on the statement that team members believe that teams are clear about decision-making processes and follow them.

1.C.4. **TEAM INTERACTIONS**

Table 91.Showing responses of the respondents about team member's trust and are open with each other.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	54	21.6
AGREE	147	58.8
NEUTRAL	45	18.0
DISAGREE	4	1.6
Total	250	100.0

The majority of the respondent said that 147(58.8) % agree on the statement that team members believe that team members trust and are open with each other. 54 (21.6 %) respondent strongly agrees with the statement, 45 (18 %) are neutral with it, and a small number of the respondents reveals that 4 (1.6) % disagrees on the statement.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team members trust and are open with each other.

Table 92. Showing responses of the respondents about they directly engage in well-intentioned and rigorous problem-solving to resolve their conflicts constructively.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	63	25.2
AGREE	149	59.6
NEUTRAL	24	9.6
DISAGREE	14	5.6
Total	250	100.0

The many of the respondent states that 149(59.6) % agree on the statement that team members believe that directly engage in well-intentioned and rigorous problem-solving to resolve conflicts constructively. 63 (25.2 %) respondent strongly agrees with the statement, 24 (9.6 %) are neutral with it, and a small number of the respondents states that they disagree statement with 14(5.6) %.

Thus it can be stated that respondents agree on the statement that team members believe that directly engage in well-intentioned and rigorous problem-solving to resolve our conflicts constructively.

Table 93. Showing responses of the respondents about team members support one another.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	83	33.2
AGREE	135	54.0
NEUTRAL	23	9.2
DISAGREE	9	3.6
Total	250	100.0

The majority of the respondent 135(54) % agree on the statement that team members believe that team members support one another. 83 (33.2 %) respondent strongly agrees with the statement, 23 (9.2 %) are neutral with it, while few disagrees as a small number of the respondents with 9(3.6) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team members support one another.

Table 94. Showing responses of the respondents about the team is cohesive and speaks in one voice to external stakeholders.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	81	32.4
AGREE	147	58.8
NEUTRAL	13	5.2
DISAGREE	9	3.6
Total	250	100.0

The most of the respondent depicts that 147(58.8) % agree on the statement that team members believe that the teams are cohesive and speaks in one voice to external stakeholders. 81 (32.4 %) respondent strongly agrees with the statement, 13 (5.2 %) are neutral with it, while a small number of the respondents disagrees to it with 9(3.6) %

Thus from above, it can be stated that respondents agree on the statement that team members believe that the teams are cohesive and speak in one voice to external stakeholders.

1. C. 5. TEAM OUTCOMES

Table 95. Showing responses of the respondents about the team consistently delivers positive (internal and external) results, even though difficult organizational or environmental challenges.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	52	20.8
AGREE	148	59.2
NEUTRAL	46	18.4
DISAGREE	2	.8
STRONGLY DISAGREE	2	.8
Total	250	100.0

The majority of the respondent depicts 148 (59.2) % agree on the statement that team members believe that team consistently delivers positive (internal and external) results, even though difficult organizational or environmental challenges. 52 (20.8 %) respondent strongly agrees with the statement, 46 (18.4 %) are neutral with it, a small number of the respondents strongly disagrees and disagrees with 2(0.8) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team consistently delivers positive (internal and external) results, even though difficult organizational or environmental challenges.

Table 96. Showing responses of the respondents about the team provides institutional leadership to the organization.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	55	22.0
AGREE	172	68.8
NEUTRAL	21	8.4
DISAGREE	2	.8
Total	250	100.0

The majority of the respondent 172 (68.8) % on the statement that team members believe that team provides institutional leadership to the organization. 55 (22 %) respondent strongly agrees with the statement, 21 (8.4 %) are neutral with it, while team members in a small number of the responded disagree with 2 (0.8) %.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team provides institutional leadership to the organization.

Table 97. Showing responses of the respondents about the team adapts quickly to new demands and challenges.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	82	32.8
AGREE	151	60.4
NEUTRAL	13	5.2
DISAGREES	4	1.6
Total	250	100.0

The majority of the respondent said that 151(60.4) % agree on the statement that team members believe that team adapts quickly to new demands and challenges. 82 (32.8 %) respondent strongly agrees with the statement, 13 (5.2 %) are neutral with it and a small number of the respondents are disagrees with 4(1.6) %.

Thus from above, it can be stated that respondents agree on the statement that that team members believe that team adapts quickly to new demands and challenges.

Table 98. Showing responses of the respondents about team members are satisfied with the team's performance.

PARAMETERS	FREQUENCY	PERCENT
STRONGLY AGREE	107	42.8
AGREE	126	50.4
NEUTRAL	17	6.8
Total	250	100.0

The majority of the respondent states that 126 (50.4) % agree on the statement that team members believe that team members are satisfied with the team's performance. 107 (42.8 %) respondent strongly agrees with the statement, a small number of the respondents are neutral with 17(6.8) % towards statement.

Thus from above, it can be stated that respondents agree on the statement that team members believe that team members are satisfied with the team's performance.
Next session deals with part –I (B) data analysis and interpretation various statistical tests used to analyze the data collected.

CHAPTER 4

PART –I (B) DATA ANALYSIS AND INTERPRETATION

SECTION I: DEMOGRAPHICAL AND ORGANISATIONAL PROFILE OF RESPONDENTS, PART-I (A) OF DATA ANALYSIS AND INTERPRETATION PART- I (B) IS DIVIDED INTO FIVE SECTIONS AS FOLLOWS:

SECTION II: BACKGROUND INFORMATION OF THE RESPONDENTS

SECTION III: TEAM CLIMATE AND ITS FACTORS

SECTION IV: TEAM EFFECTIVENESS AND ITS FACTORS

SECTION V: ORGANIZATIONAL DEVELOPMENT AND ITS FACTORS

SECTION VI: HYPOTHESIS TESTING

This section covers various statistical tests used to analyze the data collected from the respondents considering the objectives of the study in mind. The data so analyzed has been presented in the form of bivariate and multivariate tables. Interpretation of each table is also presented below each table analyzing the chi square test for showing association between the factors. Correlation is applied to check relationship between the variables. Regression analysis is used to find cause and effect of variables influencing the other variables. ANOVA showing relationship between and within the variables. The factor analysis was carried out for reduction of items and analyze the variables that had major influence of team climate on team effectiveness and organisational development and structural equation model was utilize to check that model are fit or not.

SECTION II: BACKGROUND INFORMATION OF THE RESPONDENTS

This section deals with bivariate table of the background of respondents i.e. age, education, designation, and experience with reference to factors of team climate, team effectiveness, and organisational development

II.A. PART 1: TEAM CLIMATE FACTORS AND AGE OF RESPONDENTS

TABLE 2.1: SHOWING AGE OF RESPONDENT AND TEAM VISION

	Team		**AGE OF RESPONDENTS**				
Level	**Vision**	**Counts**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Extreme Low	**1.00**	Count	1	0	0	0	**1**
		Total N %	0.4%	0.0%	0.0%	0.0%	**0.4%**
Low	**2.00**	Count	1	1	0	0	**2**
		Total N %	0.4%	0.4%	0.0%	0.0%	**0.8%**
Neutral	**3.00**	Count	4	4	2	4	**14**
		Total N %	1.6%	1.6%	0.8%	1.6%	**5.6%**
High	**4.00**	Count	63	64	26	17	**170**
		Total N %	25.2%	25.6%	10.4%	6.8%	**68.0%**
Extreme High	**5.00**	Count	19	31	11	2	**63**
		Total N %	7.6%	12.4%	4.4%	0.8%	**25.2%**
	Total	Count	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests

		AGE
TEAMVISION	Chi-square	13.815
	df	12
	Sig.	.313[a]

From the above table, out of total 250 respondents, 68 % (170) are of the opinion that there is 'high' level of team vision, whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be inferred that out of 250 respondents had perceived team vision; 25.6 % (64) at 'high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level are 20-30 years of age group.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and team vision. Therefore team vision had not affected with age group of team members on overall team climate of the manufacturing industries.

TABLE 2.2: SHOWING AGE OF RESPONDENT AND PARTICIPATIVE SAFETY

Participative Safety			**AGE OF RESPONDENTS**				
Level	**Participative Safety**	**Counts**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	1	0	0	0	1
		Total N %	0.4%	0.0%	0.0%	0.0%	0.4%
Neutral	**3.00**	Count	7	6	3	5	21
		Total N %	2.8%	2.4%	1.2%	2.0%	8.4%
High	**4.00**	Count	51	54	23	17	145
		Total N %	20.4%	21.6%	9.2%	6.8%	58.0%
Extreme High	**5.00**	Count	29	40	13	1	83
		Total N %	11.6%	16.0%	5.2%	0.4%	33.2%
	Total	**Count**	88	100	39	23	250
		Table Total N %	35.2%	40.0%	15.6%	9.2%	100.0%

Pearson Chi-Square Tests		
		AGE
PARTICIPATIVE SAFETY	Chi-square	15.891
	df	9
	Sig.	.069

From the above table, out of total 250 respondents, 58 % (145) are of the opinion that there is 'high' level of participative safety, whereas 0.4 % (1) had perceived participative safety at ‘low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be inferred that out of 250 respondents had perceived participative safety; 21.6 % (54) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived participative safety at ‘low’ level are 20-30 years of age group.

It can be interpreted that the chi-square is not significant as p-value should be less than 0.05 and hence there is no significant association between age and participative safety.

It can be said from above that participative safety had no significant association with age, therefore, participative safety had not affected with age group of team members on overall team climate of the manufacturing industries.

TABLE 2.3: SHOWING AGE OF RESPONDENT AND SUPPORT FOR INNOVATION

Support For Innovation			**AGE OF RESPONDENTS**				
LEVEL	**Support For Innovation**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Extreme Low	**1.00**	Count	1	0	0	0	**1**
		Total N %	0.4%	0.0%	0.0%	0.0%	**0.4%**
Neutral	**3.00**	Count	8	9	2	6	**25**
		Total N %	3.2%	3.6%	0.8%	2.4%	**10.0%**
High	**4.00**	Count	61	53	28	15	**157**
		Total N %	24.4%	21.2%	11.2%	6.0%	**62.8%**
Extreme High	**5.00**	Count	18	38	9	2	**67**
		Total N %	7.2%	15.2%	3.6%	0.8%	**26.8%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Table Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
SUPPORT FOR INNOVATION	Chi-square	20.557
	df	9
	Sig.	.015*
*. The Chi-square statistic is significant at the .05 level.		

From the above table, out of total 250 respondents, 62.8 % (157) are of the opinion that there is 'high' level of support for innovation, whereas 0.4 % (1) had perceived support for innovation at ‘extremely low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be inferred that out of 250 respondents had perceived support for innovation; 24.4 % (61) at a high level are above the age of 20-30 years whereas 0.4 % (1) had perceived support for innovation at ‘low’ level are 20-30 years of age group.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and support for innovation. It can be understood from above that support for innovation had a significant association with age, therefore, support for innovation had affected with age group of team members.

TABLE 2.4: SHOWING AGE OF RESPONDENT AND TASK ORIENTATION

			AGE OF RESPONDENTS				
LEVEL	**Task Orientation**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Neutral	**3.00**	Count	7	8	2	4	**21**
		Total N %	2.8%	3.2%	0.8%	1.6%	**8.4%**
High	**4.00**	Count	61	61	25	17	**164**
		Total N %	24.4%	24.4%	10.0%	6.8%	**65.6%**
Extreme High	**5.00**	Count	20	31	12	2	**65**
		Total N %	8.0%	12.4%	4.8%	0.8%	**26.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Table Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
Task Orientation	Chi-square	7.828
	df	6
	Sig.	.251

From the above table, out of total 250 respondents, 65.6 % (164) are of the opinion that there is 'high' level of task orientation, whereas 0.8 % (2) had perceived task orientation at ‘neutral’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be inferred that out of 250 respondents had perceived task orientation; 24.4 % (61) at a high level are above the age of 20-30 years and 30-40 years respectively whereas 0.8 % (2) had perceived task orientation at ‘neutral’ level are 40-50 years of age group.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and task orientation.

It can be concluded from above that task orientation had no significant association with age, therefore, task orientation had not affected with age group of team members.

TABLE 2.5: SHOWING AGE OF RESPONDENT AND SOCIAL DESIRABLE

			AGE OF RESPONDENTS				
LEVEL	**Social Desirable**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Neutral	**3.00**	Count	20	15	5	6	**46**
		Total N %	8.0%	6.0%	2.0%	2.4%	**18.4%**
High	**4.00**	Count	44	51	26	15	**136**
		Total N %	17.6%	20.4%	10.4%	6.0%	**54.4%**
Extreme High	**5.00**	Count	24	34	8	2	**68**
		Total N %	9.6%	13.6%	3.2%	0.8%	**27.2%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Table Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
Social Desirable	Chi-square	10.258
	df	6
	Sig.	.114

From the above table, out of total 250 respondents, 54.4 % (136) are of the opinion that there is 'high' level of social desirable, whereas 2 % (5) had perceived social desirable at ‘neutral’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be inferred that out of 250 respondents had perceived social desirable; 20.4 % (51) at a high level are above the age of 30-40 years whereas 2 % (5) had perceived social desirable at ‘neutral’ level are 40-50 years of age group.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and social desirable. It can be assumed from above that social desirable had no significant association with age, therefore, social desirable had not affected with age group of team members.

TABLE 2.6: SHOWING AGE OF RESPONDENT AND TEAM STABILITY

			AGE OF RESPONDENTS				
LEVEL	**Team Stability**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	4	1	1	1	**7**
		Total N %	1.6%	0.4%	0.4%	0.4%	**2.8%**
Neutral	**3.00**	Count	24	17	5	1	**47**
		Total N %	9.6%	6.8%	2.0%	0.4%	**18.8%**
High	**4.00**	Count	48	66	24	19	**157**
		Total N %	19.2%	26.4%	9.6%	7.6%	**62.8%**
Extreme High	**5.00**	Count	12	16	9	2	**39**
		Total N %	4.8%	6.4%	3.6%	0.8%	**15.6%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
TEAM STABILITY	Chi-square	14.042
	df	9
	Sig.	.121

From the above table, out of total 250 respondents, 62.8 % (157) are of the opinion that there is 'high' level of team stability, whereas 0.4 % (1) had perceived team stability at ‘neutral’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

it can be concluded that out of 250 respondents had perceived team stability; 26.4 % (66) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team stability at ‘low’ level are falling in 30-40 years, 40-50 years and 50-60 age group. It can be interpreted that the chi-square is not significant and hence there is no significant association between age and team stability. It can be presumed from above that team stability had no significant association with age, therefore, team stability had not affected with age group of team members.

TABLE 2.7: SHOWING AGE OF RESPONDENT AND SHARED LEADERSHIP

			AGE OF RESPONDENTS				
LEVEL	**Shared Leadership**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	0	1	0	**1**
		Total N %	0.0%	0.0%	0.4%	0.0%	**0.4%**
Neutral	**3.00**	Count	18	19	6	8	**51**
		Total N %	7.2%	7.6%	2.4%	3.2%	**20.4%**
High	**4.00**	Count	54	64	27	14	**159**
		Total N %	21.6%	25.6%	10.8%	5.6%	**63.6%**
Extreme High	**5.00**	Count	16	17	5	1	**39**
		Total N %	6.4%	6.8%	2.0%	0.4%	**15.6%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
SHARED LEADERSHIP	Chi-square	11.174
	df	9
	Sig.	.264

From the above table, out of total 250 respondents, 63.6 % (159) are of the opinion that there is 'high' level of shared leadership, whereas 0.4 % (1) had perceived shared leadership at ‘low’ level.

In addition, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived shared leadership; 25.6 % (64) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived shared leadership at ‘low’ level was falling in 40-50 years.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and shared leadership. It can be presumed from above that shared leadership had no significant association with age, therefore, shared leadership had not affected with age group of team members.

II.B. Part 2: TEAM EFFECTIVENESS FACTORS AND AGE OF RESPONDENTS

TABLE 2.8: SHOWING AGE OF RESPONDENT AND TEAM SPIRIT

			AGE OF RESPONDENTS				
LEVEL	**TEAM SPIRIT**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Extreme Low	**1.00**	Count	1	1	0	1	**3**
		Total N %	0.4%	0.4%	0.0%	0.4%	**1.2%**
Low	**2.00**	Count	2	1	0	0	**3**
		Total N %	0.8%	0.4%	0.0%	0.0%	**1.2%**
Neutral	**3.00**	Count	10	4	1	2	**17**
		Total N %	4.0%	1.6%	0.4%	0.8%	**6.8%**
High	**4.00**	Count	55	71	32	17	**175**
		Total N %	22.0%	28.4%	12.8%	6.8%	**70.0%**
Extreme High	**5.00**	Count	20	23	6	3	**52**
		Total N %	8.0%	9.2%	2.4%	1.2%	**20.8%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Table Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
TEAM SPIRIT	Chi-square	12.209
	df	12
	Sig.	.429

The above table shows that out of total 250 respondents, 63.6 % (175) are of the opinion that there was 'high' level of team spirit, whereas 1.2 % (3) had perceived team spirit at ‘extreme low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived team spirit. 28.4 % (71) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team spirit.at ‘extreme low’ level was falling in 20-30 years, 30-40 years and 50-60 years.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and team spirit. It can be presumed from above that team spirit had no significant association with age, therefore, team spirit had not affected with age group of team members.

TABLE 2.9: SHOWING AGE OF RESPONDENT AND RELATIONSHIPS

			AGE OF RESPONDENTS				
LEVEL	**RELATION-SHIP**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	1	1	0	1	**3**
		Total N %	0.4%	0.4%	0.0%	0.4%	**1.2%**
Neutral	**3.00**	Count	15	5	0	1	**21**
		Total N %	6.0%	2.0%	0.0%	0.4%	**8.4%**
High	**4.00**	Count	45	54	26	19	**144**
		Total N %	18.0%	21.6%	10.4%	7.6%	**57.6%**
Extreme High	**5.00**	Count	27	40	13	2	**82**
		Total N %	10.8%	16.0%	5.2%	0.8%	**32.8%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
RELATIONSHIPS	Chi-square	25.031
	df	9
	Sig.	.003*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be observed that out of total 250 respondents, 57.6 % (144) are of the opinion that there was 'high' level of relationships. Whereas 1.2 % (3) had perceived relationships.at ‘low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived relationships. 21.6 % (71) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived relationships at ‘low’ level was falling in 20-30 years, 30-40 years and 50-60 years.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and relationships. It can be assumed from above that relationships had a significant association with age, therefore, relationships had affected with the middle age group of team members for influencing the team effectiveness in the organisation.

TABLE 2.10: SHOWING AGE OF RESPONDENT AND COLLABORATION

			AGE OF RESPONDENTS				
LEVEL	**COLLABORA-TION**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	0	0	1	1
		Total N %	0.0%	0.0%	0.0%	0.4%	0.4%
Neutral	**3.00**	Count	10	12	3	4	29
		Total N %	4.0%	4.8%	1.2%	1.6%	11.6%
High	**4.00**	Count	60	63	30	17	170
		Total N %	24.0%	25.2%	12.0%	6.8%	68.0%
Extreme High	**5.00**	Count	18	25	6	1	50
		Total N %	7.2%	10.0%	2.4%	0.4%	20.0%
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
COLLABORATION	Chi-square	16.501
	df	9
	Sig.	.057

From the above table it can be clearly observed that out of total 250 respondents, 68 % (170) are of the opinion that there was 'high' level of collaboration. Whereas 0.4 % (1) had perceived collaboration at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived collaboration 25.2 % (63) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived collaboration at ‘low’ level was falling in 50-60 years.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and collaboration. Therefore age and collaboration factor do not influence team effectiveness.

TABLE 2.11: SHOWING AGE OF RESPONDENT AND PURPOSE & OBJECTIVES

			AGE OF RESPONDENTS				
LEVEL	**PURPOSE AND OBJECTIVES**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	1	1	0	1	**3**
		Total N %	0.4%	0.4%	0.0%	0.4%	**1.2%**
Neutral	**3.00**	Count	6	10	1	3	**20**
		Total N %	2.4%	4.0%	0.4%	1.2%	**8.0%**
High	**4.00**	Count	59	53	25	16	**153**
		Total N %	23.6%	21.2%	10.0%	6.4%	**61.2%**
Extreme High	**5.00**	Count	22	36	13	3	**74**
		Total N %	8.8%	14.4%	5.2%	1.2%	**29.6%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
PURPOSE AND OBJECTIVES	Chi-square	11.462
	df	9
	Sig.	.245

From the above table, out of total 250 respondents, 61.2 % (153) are of the opinion that there was 'high' level of purpose and objectives. Whereas 0.4 % (1) had perceived purpose and objectives at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived purpose and objectives 23.6 % (59) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived purpose and objectives at ‘low’ level falling in 20-30 years, 30-40 years and 50-60 years respectively.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and purpose and objectives. Thus age and purpose and objective factor do not influence team effectiveness of manufacturing industries.

TABLE 2.12: SHOWING AGE OF RESPONDENT AND COMMUNICATION

			AGE OF RESPONDENTS				
LEVEL	**COMMUNI-CATION**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	2	3	1	1	**7**
		Total N %	0.8%	1.2%	0.4%	0.4%	**2.8%**
Neutral	**3.00**	Count	14	7	1	4	**26**
		Total N %	5.6%	2.8%	0.4%	1.6%	**10.4%**
High	**4.00**	Count	54	62	29	17	**162**
		Total N %	21.6%	24.8%	11.6%	6.8%	**64.8%**
Extreme High	**5.00**	Count	18	28	8	1	**55**
		Total N %	7.2%	11.2%	3.2%	0.4%	**22.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests

		AGE
COMMUNICATION	Chi-square	13.524
	df	9
	Sig.	.140

From the above table shows that out of total 250 respondents, 64.8 % (162) are of the opinion that there was 'high' level of communication. Whereas 0.4 % (1) had perceived communication at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived communication 24.8 % (62) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived communication at ‘low’ level falling in 40-50 years and 50-60 years respectively.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and communication. Thus age and communication factor do not influence team effectiveness of manufacturing industries.

TABLE 2.13: SHOWING AGE OF RESPONDENT AND TEAM LEADERSHIP.

			AGE OF RESPONDENTS				
LEVEL	**TEAM LEADERSHIP**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Extreme Low	**1.00**	Count	0	0	1	0	**1**
		Total N %	0.0%	0.0%	0.4%	0.0%	**0.4%**
Low	**2.00**	Count	0	0	0	1	**1**
		Total N %	0.0%	0.0%	0.0%	0.4%	**0.4%**
Neutral	**3.00**	Count	14	5	1	3	**23**
		Total N %	5.6%	2.0%	0.4%	1.2%	**9.2%**
High	**4.00**	Count	54	66	27	15	**162**
		Total N %	21.6%	26.4%	10.8%	6.0%	**64.8%**
Extreme High	**5.00**	Count	20	29	10	4	**63**
		Total N %	8.0%	11.6%	4.0%	1.6%	**25.2%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests

		AGE
TEAM LEADERSHIP	Chi-square	25.386
	df	12
	Sig.	.013*

From the above table, out of total 250 respondents, 64.8 % (162) are of the opinion that there was 'high' level of team leadership. Whereas 0.4 % (1) had perceived team leadership at ‘extreme low and low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be determined that out of 250 respondents had perceived team leadership 26.4 % (66) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team leadership at ‘extreme low and low’ level falling in 40-50 years and 50-60 years respectively.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and team leadership. Thus from above, it can be stated that middle age group and team leadership have a significant association, therefore, it influences team effectiveness of manufacturing industries.

TABLE 2.14: SHOWING AGE OF RESPONDENT AND ROLE CLARITY

			AGE OF RESPONDENTS				
LEVEL	**ROLE CLARITY**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	2	1	1	0	**4**
		Total N %	0.8%	0.4%	0.4%	0.0%	**1.6%**
Neutral	**3.00**	Count	13	1	1	3	**18**
		Total N %	5.2%	0.4%	0.4%	1.2%	**7.2%**
High	**4.00**	Count	58	65	29	16	**168**
		Total N %	23.2%	26.0%	11.6%	6.4%	**67.2%**
Extreme High	**5.00**	Count	15	33	8	4	**60**
		Total N %	6.0%	13.2%	3.2%	1.6%	**24.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
ROLE CLARITY	Chi-square	21.846
	df	9
	Sig.	.009*
*. The Chi-square statistic is significant at the .05 level.		

From the above table, out of total 250 respondents, 67.2 % (168) are of the opinion that there was 'high' level of role clarity. Whereas 0.4 % (1) had perceived role clarity at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived role clarity 26 % (65) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived role clarity at ‘ low’ level falling in 30-40 years 40-50 years respectively.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and role clarity. Thus from above, it can be stated that middle age group and role clarity have a significant association, therefore, it influences team effectiveness of manufacturing industries.

TABLE 2.15: SHOWING AGE OF RESPONDENT AND PROBLEM SOLVING and DECISION MAKING

			AGE OF RESPONDENTS				
LEVEL	**PROBLEM SOLVING**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	2	0	0	0	**2**
		Total N %	0.8%	0.0%	0.0%	0.0%	**0.8%**
Neutral	**3.00**	Count	3	8	1	3	**15**
		Total N %	1.2%	3.2%	0.4%	1.2%	**6.0%**
High	**4.00**	Count	62	59	31	17	**169**
		Total N %	24.8%	23.6%	12.4%	6.8%	**67.6%**
Extreme High	**5.00**	Count	21	33	7	3	**64**
		Total N %	8.4%	13.2%	2.8%	1.2%	**25.6%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
PROBLEM SOLVING and DECISION MAKING	Chi-square	14.704
	df	9
	Sig.	.099

The above table discloses that out of total 250 respondents, 67.6 % (169) are of the opinion that there was 'high' level of problem solving and decision making. Whereas 0.8 % (2) had perceived problem solving and decision making.at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived problem solving and decision making 24.8 % (62) at a high level are above the age of 20- 30 years whereas 0.8 % (2) had perceived problem solving and decision making at ‘low’ level falling in 20- 30 years.

It can be inferred that the chi-square is not significant and hence there is no significant association between age and problem solving and decision making. Thus age had no association with problem-solving and decision-making in manufacturing industries for team effectiveness.

TABLE 2.16: SHOWING AGE OF RESPONDENT AND DEVELOPMENT AND IMPROVEMENT

			AGE OF RESPONDENTS				
LEVEL	**DEVELOPMENT AND IMPROVEMENT**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	1	0	0	1	**2**
		Total N %	0.4%	0.0%	0.0%	0.4%	**0.8%**
Neutral	**3.00**	Count	14	6	2	3	**25**
		Total N %	5.6%	2.4%	0.8%	1.2%	**10.0%**
High	**4.00**	Count	58	54	27	14	**153**
		Total N %	23.2 %	21.6%	10.8%	5.6%	**61.2%**
Extreme High	**5.00**	Count	15	40	10	5	**70**
		Total N %	6.0%	16.0%	4.0%	2.0%	**28.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
DEVELOPMENT and IMPROVEMENT	Chi-square	21.558
	df	9
	Sig.	.010*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be said that out of total 250 respondents, 61.2 % (153) are of the opinion that there was 'high' level of development and improvement. Whereas 0.8 % (2) had development and improvement at ‘low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be concluded that out of 250 respondents had perceived development and improvement 23.2 % (58) at a high level are above the age of 20- 30 years whereas 0.4 % (1) had perceived development and improvement at ‘low’ level falling in 20- 30 years and 50-60 years.

It can be understood that the chi-square is significant and hence there is a significant association between age and development and improvement. Thus the young age group and development and improvement had a significant association in manufacturing industries for team effectiveness.

TABLE 2.17: SHOWING AGE OF RESPONDENT AND CUSTOMER FOCUS

			AGE OF RESPONDENTS				
LEVEL	**CUSTOMER FOCUS**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	1	0	1	**2**
		Total N %	0.0%	0.4%	0.0%	0.4%	**0.8%**
Neutral	**3.00**	Count	5	6	1	4	**16**
		Total N %	2.0%	2.4%	0.4%	1.6%	**6.4%**
High	**4.00**	Count	57	52	32	13	**154**
		Total N %	22.8%	20.8%	12.8%	5.2%	**61.6%**
Extreme High	**5.00**	Count	26	41	6	5	**78**
		Total N %	10.4%	16.4%	2.4%	2.0%	**31.2%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
CUSTOMER FOCUS	Chi-square	21.345
	df	9
	Sig.	.011*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be interpreted that out of total 250 respondents, 61.6 % (154) are of the opinion that there was 'high' level of customer focus. Whereas 0.8 % (2) had superficial customer focus at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be determined that out of 250 respondents had perceived customer focus 22.8 % (57) at a high level are above the age of 20- 30 years whereas 0.4 % (1) had perceived customer focus at ‘low’ level falling in 30-40 years and 50-60 years.

It can be concluded that the chi-square is significant and hence there is a significant association between age and customer focus. Thus from above, it can be stated that young age group and customer focus have a significant association, therefore, it influences team effectiveness of manufacturing industries.

TABLE 2.18: SHOWING AGE OF RESPONDENT AND REWARDS & RECOGNITION

			AGE OF RESPONDENTS				
LEVEL	**REWARD AND RECOGNITION**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	0	0	2	**2**
		Total N %	0.0%	0.0%	0.0%	0.8%	**0.8%**
Neutral	**3.00**	Count	10	7	3	3	**23**
		Total N %	4.0%	2.8%	1.2%	1.2%	**9.2%**
High	**4.00**	Count	56	66	24	16	**162**
		Total N %	22.4%	26.4%	9.6%	6.4%	**64.8%**
Extreme High	**5.00**	Count	22	27	12	2	**63**
		Total N %	8.8%	10.8%	4.8%	0.8%	**25.2%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
REWARDS and RECOGNITION	Chi-square	24.460
*. The Chi-square statistic is significant at the .05 level.	df	9
	Sig.	.004*

From the above table it can be said that out of total 250 respondents, 64.8 % (162) are of the opinion that there was 'high' level of rewards and recognition. Whereas 0.8 % (2) had apparent rewards and recognition at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived apparent rewards and recognition 26.4 % (66) at a high level are above the age of 30-40 years whereas 0.8 % (2) had perceived rewards and recognition at ‘low’ level falling in 50-60 years.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and rewards and recognition. Thus from above, it can be stated that middle age group and rewards and recognition have a significant association, therefore, it influences team effectiveness of manufacturing industries.

II.C. PART 3: ORGANISATIONAL DEVELOPMENT FACTORS AND AGE OF RESPONDENTS

TABLE 2.19: SHOWING AGE OF RESPONDENT AND TEAM STRATEGIES

			AGE OF RESPONDENTS				
LEVEL	**TEAM STRATEGIES**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Extreme Low	**1.00**	Count	1	0	0	1	**2**
		Total N %	0.4%	0.0%	0.0%	0.4%	**0.8%**
Low	**2.00**	Count	2	3	0	0	**5**
		Total N %	0.8%	1.2%	0.0%	0.0%	**2.0%**
Neutral	**3.00**	Count	13	4	0	2	**19**
		Total N %	5.2%	1.6%	0.0%	0.8%	**7.6%**
High	**4.00**	Count	47	57	27	18	**149**
		Total N %	18.8%	22.8%	10.8%	7.2%	**59.6%**
Extreme High	**5.00**	Count	25	36	12	2	**75**
		Total N %	10.0%	14.4%	4.8%	0.8%	**30.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		**AGE**
TEAM STRATEGIES	Chi-square	24.682
	df	12
	Sig.	.016*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be interpreted that out of total 250 respondents, 59.6 % (149) are of the opinion that there was 'high' level of team strategies. Whereas 0.8 % (2) had perceived team strategies at ‘extreme low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived team strategies 22.8 % (57) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team strategies at ‘extreme low’ level falling in 20-30 years and 50-60 years.

It can be interpreted that the chi-square is significant and hence there is a significant association between age and team strategies. Thus from above, it can be stated that middle age group and team strategies have a significant association, therefore, it influences team development as part of the organisational development of manufacturing industries.

TABLE 2.20: SHOWING AGE OF RESPONDENT AND TEAM MEMBERSHIP ROLES

			AGE OF RESPONDENTS				
LEVEL	**TEAM MEMBERSHIP ROLES**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	1	0	1	**2**
		Total N %	0.0%	0.4%	0.0%	0.4%	**0.8%**
Neutral	**3.00**	Count	6	7	1	3	**17**
		Total N %	2.4%	2.8%	0.4%	1.2%	**6.8%**
High	**4.00**	Count	58	51	26	16	**151**
		Total N %	23.2%	20.4%	10.4%	6.4%	**60.4%**
Extreme High	**5.00**	Count	24	41	12	3	**80**
		Total N %	9.6%	16.4%	4.8%	1.2%	**32.0%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		
		AGE
TEAM MEMBERSHIP ROLES	Chi-square	15.264
	df	9
	Sig.	.084

From the above table it can be depicted that out of total 250 respondents, 60.4 % (151) are of the opinion that there was 'high' level of team membership roles. Whereas 0.8 % (2) had perceived team membership roles at ‘low’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be concluded that out of 250 respondents had perceived team membership roles 23.2 % (58) at a high level are above the age of 20-30 years whereas 0.4 % (1) had perceived team membership roles at ‘low’ level falling in 30-40 years and 50-60 years.

It can be interpreted that the chi-square is not significant and hence there is no significant association between age and team membership roles. Thus from above, it can be stated that middle age group and team membership roles have no significant association, therefore, it had no influence on team development as part of the organisational development of manufacturing industries.

TABLE 2.21: SHOWING AGE OF RESPONDENT AND TEAM PROCEDURES and PROCESSES

			AGE OF RESPONDENTS				
LEVEL	**TEAM PROCEDURES AND PROCESSES**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	0	0	0	2	**2**
		Total N %	0.0%	0.0%	0.0%	0.8%	**0.8%**
Neutral	**3.00**	Count	13	1	0	2	**16**
		Total N %	5.2%	0.4%	0.0%	0.8%	**6.4%**
High	**4.00**	Count	51	56	26	17	**150**
		Total N %	20.4%	22.4%	10.4%	6.8%	**60.0%**
Extreme High	**5.00**	Count	24	43	13	2	**82**
		Total N %	9.6%	17.2%	5.2%	0.8%	**32.8%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
TEAM PROCEDURES and PROCESSES	Chi-square	46.048
	df	9
	Sig.	.000*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be observed that out of total 250 respondents, 60.0 % (150) are of the opinion that there was 'high' level of team procedures and processes. Whereas 0.8 % (2) had perceived team procedures and processes at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived team procedures and processes 22.4 % (56) at a high level are above the age of 30-40 years whereas 0.8 % (2) had perceived team procedures and processes at ‘low’ level falling in 50-60 years.

It can be interpreted that the chi-square is significant and hence there is a significantly strong association between age and team procedures and processes. Thus from above, it can be stated that middle age group and team procedures and processes have a significant association, therefore, it had an influence on team development as part of the organisational development of manufacturing industries.

TABLE 2.22: SHOWING AGE OF RESPONDENT AND TEAM INTERACTION

			AGE OF RESPONDENTS				
LEVEL	**TEAM INTERACTIONS**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Low	**2.00**	Count	8	0	0	0	**8**
		Total N %	3.2%	0.0%	0.0%	0.0%	**3.2%**
Neutral	**3.00**	Count	4	5	0	2	**11**
		Total N %	1.6%	2.0%	0.0%	0.8%	**4.4%**
High	**4.00**	Count	46	51	25	18	**140**
		Total N %	18.4%	20.4%	10.0%	7.2%	**56.0%**
Extreme High	**5.00**	Count	30	44	14	3	**91**
		Total N %	12.0%	17.6%	5.6%	1.2%	**36.4%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
TEAM INTERACTION	Chi-square	25.817
	df	9
	Sig.	.002*
*. The Chi-square statistic is significant at the .05 level.		

From the above table it can be concluded that out of total 250 respondents, 56.0 % (140) are of the opinion that there was 'high' level of team interactions. Whereas 3.2 % (8) had perceived team interactions at ‘low’ level.

Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age.

It can be concluded that out of 250 respondents had perceived team interactions 20.4 % (51) at a high level are above the age of 30-40 years whereas 3.2 % (8) had perceived team interactions at ‘low’ level falling in 20-30 years.

It can be interpreted that the chi-square is significant and hence there is a significantly strong association between age and team interactions. Thus from above, it can be stated that middle age group and team interactions have a significant association, therefore, it had an influence on team development as part of the organisational development of manufacturing industries.

TABLE 2.23: SHOWING AGE OF RESPONDENT AND TEAM OUTCOME

			AGE OF RESPONDENTS				
LEVEL	**TEAM OUTCOME**	**COUNTS**	**20-30**	**30-40**	**40-50**	**50-60**	**Total**
Neutral	**3.00**	Count	6	1	4	0	**11**
		Total N %	2.4%	0.4%	1.6%	0.0%	**4.4%**
High	**4.00**	Count	50	53	25	22	**150**
		Total N %	20.0%	21.2%	10.0%	8.8%	**60.0%**
Extreme High	**5.00**	Count	32	46	10	1	**89**
		Total N %	12.8%	18.4%	4.0%	0.4%	**35.6%**
	Total	**Count**	**88**	**100**	**39**	**23**	**250**
		Total N %	**35.2%**	**40.0%**	**15.6%**	**9.2%**	**100.0%**

Pearson Chi-Square Tests		AGE
TEAM OUTCOME	Chi-square	24.245
	df	6
	Sig.	.000*
*. The Chi-square statistic is significant at the .05 level.		

It can be said from above table that out of total 250 respondents, 60.0 % (150) are of the opinion that there was 'high' level of team outcome. Whereas 4.4 % (11) had perceived team outcome at ‘neutral’ level. Further, out of 250 respondents; 40 % (100) are middle the age of 30-40 years and 9.2 % (23) are above 50-60 years of age. It can be concluded that out of 250 respondents had perceived team outcome 21.2 % (53) at a high level are above the age of 30-40 years whereas 0.4 % (1) had perceived team outcome at ‘neutral’ level falling in 30-40 years.

From the above table, it can be interpreted that the chi-square is significant and hence there is a significantly strong association between age and team outcome. Thus from above, it can be stated that middle age group and team outcome have a significant association, therefore, it had an influence on team development as part of the organisational development of manufacturing industries.

II.D.	**Education qualification with reference to team climate, team effectiveness, and organisational development factors**

TABLE 2.24. SHOWING OPINION OF RESPONDENTS BETWEEN EDUCATION QUALIFICATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE FACTOR

TEAM CLIMATE			EDUCATION QUALIFICATION			
			Below Graduate	**Graduate**	**Post Graduate**	**Total**
TEAM VISION	1.00	Count	0	1	0	1
		Table N %	0.0%	0.4%	0.0%	0.4%
	2.00	Count	0	1	1	2
		Table N %	0.0%	0.4%	0.4%	0.8%
	3.00	Count	6	4	4	14
		Table N %	2.4%	1.6%	1.6%	5.6%
	4.00	Count	73	77	20	170
		Table N %	29.2%	30.8%	8.0%	68.0%
	5.00	Count	12	24	27	63
		Table N %	4.8%	9.6%	10.8%	25.2%
PARTICIPATIVE SAFETY	2.00	Count	0	1	0	1
		Table N %	0.0%	0.4%	0.0%	0.4%
	3.00	Count	9	8	4	21
		Table N %	3.6%	3.2%	1.6%	8.4%
	4.00	Count	63	63	19	145
		Table N %	25.2%	25.2%	7.6%	58.0%
	5.00	Count	19	35	29	83
		Table N %	7.6%	14.0%	11.6%	33.2%
SUPPORT FOR INNOVATION	1.00	Count	0	1	0	1
		Table N %	0.0%	0.4%	0.0 %	0.4%
	3.00	Count	10	12	3	25
		Table N %	4.0%	4.8%	1.2%	10.0%
	4.00	Count	68	66	23	157
		Table N %	27.2%	26.4%	9.2%	62.8%

	5.00	Count	13	28	26	67
		Table N %	5.2%	11.2%	10.4%	26.8%
TASK ORIENTATION	3.00	Count	9	9	3	21
		Table N %	3.6%	3.6%	1.2%	8.4%
	4.00	Count	66	72	26	164
		Table N %	26.4%	28.8%	10.4%	65.6%
	5.00	Count	16	26	23	65
		Table N %	6.4%	10.4%	9.2%	26.0%
SOCIAL DESIRABLE	3.00	Count	21	21	4	46
		Table N %	8.4%	8.4%	1.6%	18.4%
	4.00	Count	51	57	28	136
		Table N %	20.4%	22.8%	11.2%	54.4%
	5.00	Count	19	29	20	68
		Table N %	7.6%	11.6%	8.0%	27.2%
TEAM STABILITY	2.00	Count	3	4	0	7
		Table N %	1.2%	1.6%	0.0%	2.8%
	3.00	Count	12	21	14	47
		Table N %	4.8%	8.4%	5.6%	18.8%
	4.00	Count	57	67	33	157
		Table N %	22.8%	26.8%	13.2%	62.8%
	5.00	Count	19	15	5	39
		Table N %	7.6%	6.0%	2.0%	15.6%
SHARED LEADERSHIP	2.00	Count	1	0	0	1
		Table N %	0.4%	0.0%	0.0%	0.4%
	3.00	Count	18	17	16	51
		Table N %	7.2%	6.8%	6.4%	20.4%
	4.00	Count	58	75	26	159
		Table N %	23.2%	30.0%	10.4%	63.6%
	5.00	Count	14	15	10	39
		Table N %	5.6%	6.0%	4.0%	15.6%
	Total	Count	**91**	**107**	**52**	**250**
		Table N %	**36.4%**	**42.8%**	**20.8%**	**100.0%**

Pearson Chi-Square Tests	Chi-square	df	Sig.
TEAMVISION	33.328	8	.000*
PARTICIPATIVE_SAFETY	19.986	6	.003*
SUPPORTFORINNOVATION	23.228	6	.001*
TASKORIENTATION	12.557	4	.014*
SOCIALDESIRABLE	8.244	4	.083*
TEAMSTABILITY	8.257	6	.220*
SHAREDLEADERSHIP	8.409	6	.210*

From the above table, out of total 250 respondents, 68 % (170) are of the opinion that there is 'high' level of team vision, whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level. 58 % (145) are of the opinion that there is 'high' level of participative safety, whereas 0.4 % (1) had perceived participative safety at ‘low’ level. 62.8 % (157) are of the opinion that there is 'high' level of support for innovation, whereas 0.4 % (1) had perceived support for innovation at ‘extremely low’ level.

65.6 % (164) are of the opinion that there is 'high' level of task orientation, whereas 0.8 % (2) had perceived task orientation at ‘neutral ’ level.54.4 % (136) are of the opinion that there is 'high' level of social desirable, whereas 2 % (5) had perceived social desirable at ‘neutral’ level.62.8 % (157) are of the opinion that there is 'high' level of team stability, whereas 0.4 % (1) had perceived team stability at ‘neutral’ level.63.6 % (159) are of the opinion that there is 'high' level of shared leadership, whereas 0.4 % (1) had perceived shared leadership at ‘low’ level.

It can be concluded that out of 250 respondents had perceived team vision; 30.8 % (77) at 'high level were graduate whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level are having a graduate level education.

It can be inferred that out of 250 respondents had perceived participative safety; 25.2% (63) at high level were graduate as well as below graduate whereas 0.4 % (1) had perceived participative safety at ‘low’ level were having graduate level of education

It can be determined that out of 250 respondents had perceived support for innovation; 27.2 % (68) at high level were below graduate whereas 0.4 % (1) had perceived support for innovation at ‘extremely low’ level were having graduate level of education

It can be depicted that out of 250 respondents had perceived task orientation; 28.8 % (72) at a high level were graduate whereas 1.2% (3) had perceived task orientation at 'neutral' level were having post graduate level of education.

It can be inferred that out of 250 respondents had perceived social desirable; 22.8 % (57) at high level were graduate whereas 1.6 % (4) had perceived social desirable at 'neutral' level were having graduate level of education

It can be concluded that out of 250 respondents had perceived team stability; 26.8 % (67) at high level were graduate whereas 1.2 % (3) had perceived team stability at 'low' level were having below graduate level of education

It can be concluded that out of 250 respondents had perceived shared leadership; 30 % (75) at a high level were graduate whereas 0.4% (1) had perceived shared leadership at 'low' level were having below the graduate level of education.

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence there is a significantly strong association between education and team vision, participative safety, and support for innovation and task orientation.

Thus from above, it can be stated that have an education with graduate level with 42.8 % (107) and team vision with, participative safety, support for innovation and task orientation had a significant association, therefore, education had an influence on team climate of manufacturing industries.

TABLE 2.25. SHOWING OPINION OF RESPONDENTS BETWEEN EDUCATION QUALIFICATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM EFFECTIVENESS FACTOR

Team Effectiveness		Education Qualification							
		Below Graduate		Graduate		Post Graduate		Total	
		Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Team Spirit	1.00	1	0.4%	2	0.8%	0	0.0%	3	1.2%
	2.00	2	0.8%	0	0.0%	1	0.4%	3	1.2%
	3.00	6	2.4%	7	2.8%	4	1.6%	17	6.8%
	4.00	62	24.8%	76	30.4%	37	14.8%	175	70.0%
	5.00	20	8.0%	22	8.8%	10	4.0%	52	20.8%
Relation-Ships	2.00	1	0.4%	2	0.8%	0	0.0%	3	1.2%
	3.00	8	3.2%	8	3.2%	5	2.0%	21	8.4%
	4.00	63	25.2%	59	23.6%	22	8.8%	144	57.6%
	5.00	19	7.6%	38	15.2%	25	10.0%	82	32.8%
Collaboration	2.00	1	0.4%	0	0.0%	0	0.0%	1	0.4%
	3.00	8	3.2%	14	5.6%	7	2.8%	29	11.6%
	4.00	67	26.8%	75	30.0%	28	11.2%	170	68.0%
	5.00	15	6.0%	18	7.2%	17	6.8%	50	20.0%
Purpose Objectives	2.00	1	0.4%	1	0.4%	1	0.4%	3	1.2%
	3.00	10	4.0%	7	2.8%	3	1.2%	20	8.0%
	4.00	59	23.6%	65	26.0%	29	11.6%	153	61.2%
	5.00	21	8.4%	34	13.6%	19	7.6%	74	29.6%
Communication	2.00	3	1.2%	3	1.2%	1	0.4%	7	2.8%
	3.00	12	4.8%	11	4.4%	3	1.2%	26	10.4%
	4.00	58	23.2%	77	30.8%	27	10.8%	162	64.8%
	5.00	18	7.2%	16	6.4%	21	8.4%	55	22.0%
Team leadership	1.00	1	0.4%	0	0.0%	0	0.0%	1	0.4%
	2.00	0	0.0%	1	0.4%	0	0.0%	1	0.4%
	3.00	9	3.6%	13	5.2%	1	0.4%	23	9.2%
	4.00	65	26.0%	69	27.6%	28	11.2%	162	64.8%
	5.00	16	6.4%	24	9.6%	23	9.2%	63	25.2%

Role clarity	2.00	1	0.4%	1	0.4%	2	0.8%	4	1.6%
	3.00	9	3.6%	8	3.2%	1	0.4%	18	7.2%
	4.00	62	24.8%	76	30.4%	30	12.0%	168	67.2%
	5.00	19	7.6%	22	8.8%	19	7.6%	60	24.0%
Problem solving	2.00	0	0.0%	1	0.4%	1	0.4%	2	0.8%
	3.00	4	1.6%	11	4.4%	0	0.0%	15	6.0%
	4.00	69	27.6%	73	29.2%	27	10.8%	169	67.6%
	5.00	18	7.2%	22	8.8%	24	9.6%	64	25.6%
Development Improvement	2.00	1	0.4%	1	0.4%	0	0.0%	2	0.8%
	3.00	10	4.0%	12	4.8%	3	1.2%	25	10.0%
	4.00	61	24.4%	72	28.8%	20	8.0%	153	61.2%
	5.00	19	7.6%	22	8.8%	29	11.6%	70	28.0%
Customer focus	2.00	1	0.4%	1	0.4%	0	0.0%	2	0.8%
	3.00	7	2.8%	7	2.8%	2	0.8%	16	6.4%
	4.00	60	24.0%	70	28.0%	24	9.6%	154	61.6%
	5.00	23	9.2%	29	11.6%	26	10.4%	78	31.2%
Rewards Recognition	2.00	1	0.4%	1	0.4%	0	0.0%	2	0.8%
	3.00	14	5.6%	6	2.4%	3	1.2%	23	9.2%
	4.00	56	22.4%	81	32.4%	25	10.0%	162	64.8%
	5.00	20	8.0%	19	7.6%	24	9.6%	63	25.2%
	Total	**91**	**36.4%**	**107**	**42.8%**	**52**	**20.8%**	**250**	**100.0%**

	Education		
Pearson Chi-Square Tests	Chi-square	df	Sig.
TEAM SPIRIT	3.57	8	0.894
RELATIONSHIPS	13.491	6	.036*
COLLABORATION	10.04	6	0.123
PURPOSE OBJECTIVES	4.697	6	0.583
COMMUNICATION	14.778	6	.022*
TEAM LEADERSHIP	18.612	8	.017*
ROLE CLARITY	10.263	6	0.114

PROBLEM SOLVING	22.004	6	.001*
DEVELOPMENT IMPROVEMENT	25.351	6	.000*
CUSTOMER FOCUS	11.348	6	0.078
REWARDS RECOGNITION	22.634	6	.001*

*. The Chi-square statistic is significant at the .05 level.

From the above table it can be depicted that out of total 250 respondents, 63.6 % (175) are of the opinion that there was 'high' level of team spirit. Whereas 1.2 % (3) had perceived team spirit at ‘extreme low’ level. 57.6 % (144) are of the opinion that there was 'high' level of relationships. Whereas 1.2 % (3) had perceived relationships.at ‘low’ level. Collaboration 25.2 % (63) at high level whereas 0.4 % (1) had perceived collaboration at ‘low’ level 61.2 % (153) are of the opinion that there was 'high' level of purpose and objectives. Whereas 0.4 % (1) had perceived purpose and objectives at ‘low’ level. 64.8 % (162) are of the opinion that there was 'high' level of communication. Whereas 0.4 % (1) had perceived communication at ‘low’ level. 64.8 % (162) are of the opinion that there was 'high' level of team leadership. Whereas 0.4 % (1) had perceived team leadership at ‘extreme low and low’ level. 67.2 % (168) are of the opinion that there was 'high' level of role clarity. Whereas 0.4 % (1) had perceived role clarity at ‘low’ level. 67.6 % (169) are of the opinion that there was 'high' level of problem solving and decision making. Whereas 0.8 % (2) had perceived problem solving and decision making.at ‘low’ level. 61.2 % (153) are of the opinion that there was 'high' level of development and improvement. Whereas 0.8 % (2) had development and improvement at ‘low’ level. 61.6 % (154) are of the opinion that there was 'high' level of customer focus. Whereas 0.8 % (2) had superficial customer focus at ‘low’ level. 64.8 % (162) are of the opinion that there was 'high' level of rewards and recognition. Whereas 0.8 % (2) had apparent rewards and recognition at ‘low’ level.

From above it can be stated that out of 250 respondents had perceived team spirit.; 30 % (76) at a high level were having a graduate level of education whereas 0.4 % (1) had perceived team spirit.at ‘extreme low’ level were having a graduate level of education. 25.2 % (63) are of the opinion that there was 'high' level of relationships. Were having a graduate level of education whereas 0.4 % (1) had perceived relationships.at ‘low’ level was having below the graduate level of education. Collaboration 30 % (75) at high level were having graduate level of education whereas 0.4 % (1) had perceived

collaboration at ‘low’ level were having below graduate level of education 26% (65) are of the opinion that there was 'high' level of purpose and objectives were having graduate level of education whereas 0.4 % (1) had perceived purpose and objectives at ‘low’ level were having below graduate, graduate and post graduate level of education 30.8 % (77) are of the opinion that there was 'high' level of communication were having graduate level of education whereas 0.4 % (1) had perceived communication at ‘low’ level were having graduate level of education 27.6 % (69) are of the opinion that there was 'high' level of team leadership were having graduate level of education whereas 0.4 % (1) had perceived team leadership at ‘extreme low’ level were having graduate level of education. 30.4 % (76) are of the opinion that there was 'high' level of role clarity were having a graduate level of education. Whereas 0.4 % (1) had perceived role clarity at ‘low’ level were having below graduate, the graduate level of education. 29.2% (73) are of the opinion that there was 'high' level of problem solving and decision making were having a graduate level of education. Whereas 0.4 % (1) had perceived problem solving and decision making.at ‘low’ level were having graduate, post graduate level of education. 28.8 % (72) are of the opinion that there was 'high' level of development and improvement were having a graduate level of education. Whereas 0.4 % (1) had development and improvement at ‘low’ level were having below graduate, the graduate level of education. 28 % (70) are of the opinion that there was 'high' level of customer focus were having a graduate level of education whereas 0.4 % (1) had superficial customer focus at ‘low’ level were having below graduate, the graduate level of education. **32.4 % (81)** are of the opinion that there was 'high' level of rewards and recognition. Whereas 0.4 % (1) had apparent rewards and recognition at ‘low’ level were having below graduate, the graduate level of education.

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence there is a significantly strong association between education and relationships, communication, team leadership, problem solving, development improvement, rewards recognition. Thus from above, it can be stated that have an education with graduate level with 42.8 % (107) and relationships, communication, team leadership, problem solving, development improvement, rewards recognition had significant association, therefore, graduate level education had a high level of influence on team effectiveness of manufacturing industries.

TABLE 2.26. SHOWING OPINION OF RESPONDENTS BETWEEN EDUCATION QUALIFICATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO ORGANISATIONAL DEVELOPMENT FACTOR

ORGANISATIONAL DEVELOPMENT FACTORS	Level	EDUCATION QUALIFICATION							
		Below Graduate		Graduate		Post Graduate		Total	
		Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Team Strategies	1.00	0	0.0%	2	0.8%	0	0.0%	**2**	**0.8%**
	2.00	3	1.2%	1	0.4%	1	0.4%	**5**	**2.0%**
	3.00	10	4.0%	6	2.4%	3	1.2%	**19**	**7.6%**
	4.00	55	22.0%	71	28.4%	23	9.2%	**149**	**59.6%**
	5.00	23	9.2%	27	10.8%	25	10.0%	**75**	**30.0%**
Team Membership Roles	2.00	0	0.0%	2	0.8%	0	0.0%	**2**	**0.8%**
	3.00	10	4.0%	4	1.6%	3	1.2%	**17**	**6.8%**
	4.00	63	25.2%	68	27.2%	20	8.0%	**151**	**60.4%**
	5.00	18	7.2%	33	13.2%	29	11.6%	**80**	**32.0%**
Team Procedures	2.00	1	0.4%	1	0.4%	0	0.0%	**2**	**0.8%**
	3.00	9	3.6%	5	2.0%	2	0.8%	**16**	**6.4%**
	4.00	60	24.0%	66	26.4%	24	9.6%	**150**	**60.0%**
	5.00	21	8.4%	35	14.0%	26	10.4%	**82**	**32.8%**
Team Interaction	2.00	6	2.4%	2	0.8%	0	0.0%	**8**	**3.2%**
	3.00	4	1.6%	4	1.6%	3	1.2%	**11**	**4.4%**
	4.00	58	23.2%	60	24.0%	22	8.8%	**140**	**56.0%**
	5.00	23	9.2%	41	16.4%	27	10.8%	**91**	**36.4%**
Team Outcome	3.00	5	2.0%	2	0.8%	4	1.6%	**11**	**4.4%**
	4.00	61	24.4%	69	27.6%	20	8.0%	**150**	**60.0%**
	5.00	25	10.0%	36	14.4%	28	11.2%	**89**	**35.6%**
	Total	91	36.4%	107	42.8%	52	20.8%	**250**	**100.0%**

	EXPERIENCE		
Pearson Chi-Square Tests	**Chi-square**	**df**	**Sig.**
Team Strategies	16.253	8	**.039***
Team Membership Roles	25.544	6	**.000***

Team Procedures and Processes	12.862	6	**.045***
Team Interaction	15.217	6	**.019***
Team Outcome	14.882	4	**.005***

***. The Chi-square statistic is significant at the .05 level.**

From the above table it can be interpreted that out of total 250 respondents, 59.6 % (149) are of the opinion that there was 'high' level of team strategies. Whereas 0.8 % (2) had perceived team strategies at 'extreme low' level. 60.4 % (151) are of the opinion that there was 'high' level of team membership roles. Whereas 0.8 % (2) had perceived team membership roles at 'low' level. 60.0 % (150) are of the opinion that there was 'high' level of team procedures and processes. Whereas 0.8 % (2) had perceived team procedures and processes at 'low' level. 56.0 % (140) are of the opinion that there was 'high' level of team interactions. Whereas 3.2 % (8) had perceived team interactions at 'low' level. 60.0 % (150) are of the opinion that there was 'high' level of team outcome. Whereas 4.4 % (11) had perceived team outcome at 'neutral' level.

Team strategies 71 (28.4%), team membership roles 68 (27.2%), team procedures and processes 66 (26.4%), team interaction 60 (24.0%) and team outcome 69 (27.6%) factor are high level as all team members belong to graduate level of education qualification this state that education is important to influence and understand better organisational development in manufacturing industries from where data was obtained.

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence there is a significantly strong association between education and team strategies, team membership roles, team procedures and processes, team interaction and team outcome. Thus from above it can be stated that have education with graduate level with 42.8 % (107) and team strategies, team membership roles, team procedures and processes, team interaction and team outcome had significant association, therefore, graduate level education have significant association that had high level of influence on team development as part of organisational development of manufacturing industries.

II.E.	**Designation with reference to team climate, team effectiveness, and organisational development factors**

TABLE 2.27. SHOWING OPINION OF RESPONDENTS BETWEEN DESIGNATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE.

DESIGNATION		**Team Climate**				
	Level	**Low**	**Neutral**	**High**	**Extreme High**	**Total**
Asst. Manager	Count	0	1	22	0	23
	Table N %	0.0%	0.4%	8.8%	0.0%	9.2%
Deputy Manager	Count	0	1	3	0	4
	Table N %	0.0%	0.4%	1.2%	0.0%	1.6%
Executive	Count	0	7	**49**	3	59
	Table N %	0.0%	2.8%	**19.6%**	1.2%	23.6%
Manager	Count	0	4	16	1	21
	Table N %	0.0%	1.6%	6.4%	0.4%	8.4%
Officer	Count	0	1	7	0	8
	Table N %	0.0%	0.4%	2.8%	0.0%	3.2%
Senior Engineer	Count	0	3	11	0	14
	Table N %	0.0%	1.2%	4.4%	0.0%	5.6%
Senior Manager	Count	0	0	6	0	6
	Table N %	0.0%	0.0%	2.4%	0.0%	2.4%
Senior Officer	Count	0	0	2	0	2
	Table N %	0.0%	0.0%	0.8%	0.0%	0.8%
Sr. Executive	Count	1	1	37	1	40
	Table N %	0.4%	0.4%	14.8%	0.4%	16.0%
Sr. Supervisor	Count	0	0	7	1	8
	Table N %	0.0%	0.0%	2.8%	0.4%	3.2%
Supervisor	Count	0	2	**57**	6	65
	Table N %	0.0%	0.8%	**22.8%**	2.4%	26.0%
Total	Count	1	20	217	12	250
	Table N %	0.4%	8.0%	86.8%	4.8%	100.0%

Pearson Chi-Square Tests

		TEAMCLIMATE
DESIGNATION	Chi-square	27.403
	df	30
	Sig.	.602[a,b]

From the above table, it can be interpreted that the chi-square is not significant as p-value is greater than α .05 and hence there is not a significantly strong association between designation and team climate. Thus from above it can be stated that out of 65 respondent as supervisor designation only 57 (22.8%) showed high-level team climate within manufacturing industries.

TABLE 2.28. SHOWING OPINION OF RESPONDENTS BETWEEN DESIGNATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM EFFECTIVENESS

Designation	level	**Team Effectiveness**			
		Neutral	**High**	**Extreme high**	**Total**
Asst. Manager	Count	0	17	6	23
	Table N %	0.00%	6.80%	2.40%	9.20%
Deputy Manager	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
Executive	Count	11	**33**	15	59
	Table N %	4.40%	**13.20%**	6.00%	23.60%
Manager	Count	3	13	5	21
	Table N %	1.20%	5.20%	2.00%	8.40%
Officer	Count	0	8	0	8
	Table N %	0.00%	3.20%	0.00%	3.20%
Senior Engineer	Count	2	12	0	14
	Table N %	0.80%	4.80%	0.00%	5.60%
Senior Manager	Count	0	3	3	6
	Table N %	0.00%	1.20%	1.20%	2.40%
Senior Officer	Count	0	2	0	2
	Table N %	0.00%	0.80%	0.00%	0.80%
Sr. Executive	Count	3	24	13	40
	Table N %	1.20%	9.60%	5.20%	16.00%
Sr. Superviser	Count	0	7	1	8
	Table N %	0.00%	2.80%	0.40%	3.20%
Supervisor	Count	0	**52**	13	65
	Table N %	0.00%	**20.80%**	5.20%	26.00%
Total	Count	19	175	56	250
	Table N %	7.60%	70.00%	22.40%	100.00%

Pearson Chi-Square Tests		
		Team Effectiveness
DESIGNATION	Chi-square	37.796
	df	20
	Sig.	.009*

*. The Chi-square statistic is significant at the .05 level.

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence **there is a significantly strong association between designation and team effectiveness**. Thus from above, it can be stated that out of 65 (26%) respondent as supervisor designation only 57 (20.8%) showed high-level team effectiveness within manufacturing industries.

TABLE 2.29. SHOWING OPINION OF RESPONDENTS BETWEEN DESIGNATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO ORGANISATIONAL DEVELOPMENT

Designation		Organisational Development			
	Level	Neutral	High	Extreme high	Total
Asst. Manager	Count	0	18	5	23
	Table N %	0.00%	7.20%	2.00%	9.20%
Deputy Manager	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
Executive	Count	12	32	15	59
	Table N %	4.80%	12.80%	6.00%	23.60%
Manager	Count	2	15	4	21
	Table N %	0.80%	6.00%	1.60%	8.40%
Officer	Count	0	8	0	8
	Table N %	0.00%	3.20%	0.00%	3.20%
Senior Engineer	Count	2	11	1	14
	Table N %	0.80%	4.40%	0.40%	5.60%
Senior Manager	Count	0	3	3	6
	Table N %	0.00%	1.20%	1.20%	2.40%
Senior Officer	Count	0	2	0	2
	Table N %	0.00%	0.80%	0.00%	0.80%
Sr. Executive	Count	3	25	12	40
	Table N %	1.20%	10.00%	4.80%	16.00%
Sr. Supervisor	Count	0	7	1	8
	Table N %	0.00%	2.80%	0.40%	3.20%
Supervisor	Count	0	55	10	65
	Table N %	0.00%	22.00%	4.00%	26.00%
Total	Count	19	180	51	250
	Table N %	7.60%	72.00%	20.40%	100.00%

Pearson Chi-Square Tests		
		OD
DESIGNATION	Chi-square	39.530
*. The Chi-square statistic is	df	20
significant at the .05 level.	Sig.	.006*

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence **there is a significantly strong association between designation and organisational development (OD)**. Thus from above, it can be stated that out of 65 (26%) respondent as supervisor designation only 55(22%) showed high-level organisational development (OD) within manufacturing industries.

TABLE 2.30. SHOWING OPINION OF RESPONDENTS BETWEEN DESIGNATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE AND TEAM EFFECTIVENESS

Designation	**Team Climate**	Count	**Team Effectiveness**			
	Level	**Count**	**Neutral**	**High**	**Extreme High**	**Total**
Asst. Manager	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	16	6	22
		Table N %	0.00%	6.40%	2.40%	8.80%
	Total	Count	0	17	6	23
		Table N %	0.00%	6.80%	2.40%	9.20%
Deputy Manager	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	3	0	3
		Table N %	0.00%	1.20%	0.00%	1.20%
	Total	Count	0	4	0	4
		Table N %	0.00%	1.60%	0.00%	1.60%
Executive	3	Count	5	2	0	7
		Table N %	2.00%	0.80%	0.00%	2.80%
	4	Count	6	31	12	49
		Table N %	2.40%	12.40 %	4.80%	19.60%
	5	Count	0	0	3	3
		Table N %	0.00%	0.00%	1.20%	1.20%
	Total	Count	11	33	15	59
		Table N %	4.40%	13.20 %	6.00%	23.60%
Manager	3	Count	2	2	0	4
		Table N %	0.80%	0.80%	0.00%	1.60%
	4	Count	1	10	5	16
		Table N %	0.40%	4.00%	2.00%	6.40%
	5	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	Total	Count	3	13	5	21
		Table N %	1.20%	5.20%	2.00%	8.40%
Officer	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	7	0	7
		Table N %	0.00%	2.80%	0.00%	2.80%
	Total	Count	0	8	0	8

		Table N %	0.00%	3.20%	0.00%	3.20%
Senior Engineer	3	Count	2	1	0	3
		Table N %	0.80%	0.40%	0.00%	1.20%
	4	Count	0	11	0	11
		Table N %	0.00%	4.40%	0.00%	4.40%
	Total	Count	2	12	0	14
		Table N %	0.80%	4.80%	0.00%	5.60%
Senior Manager	4	Count	0	3	3	6
		Table N %	0.00%	1.20%	1.20%	2.40%
	Total	Count	0	3	3	6
		Table N %	0.00%	1.20%	1.20%	2.40%
Senior Officer	4	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
	Total	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
Sr. Executive	2	Count	1	0	0	1
		Table N %	0.40%	0.00%	0.00%	0.40%
	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	2	23	12	37
		Table N %	0.80%	9.20%	4.80%	14.80%
	5	Count	0	0	1	1
		Table N %	0.00%	0.00%	0.40%	0.40%
	Total	Count	3	24	13	40
		Table N %	1.20%	9.60%	5.20%	16.00%
Sr. Supervisor	4	Count	0	7	0	7
		Table N %	0.00%	2.80%	0.00%	2.80%
	5	Count	0	0	1	1
		Table N %	0.00%	0.00%	0.40%	0.40%
	Total	Count	0	7	1	8
		Table N %	0.00%	2.80%	0.40%	3.20%
Supervisor	3	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
	4	Count	0	48	9	57
		Table N %	0.00%	19.20 %	3.60%	22.80%
	5	Count	0	2	4	6
		Table N %	0.00%	0.80%	1.60%	2.40%
	Total	Count	0	52	13	65
		Table N %	0.00%	20.80 %	5.20%	26.00%

Designation	Chi-square	df	Sig.
Asst. Manager	0.369	1	.544
Deputy Manager	.	.	.
Executive	23.542	4	.000*
Manager	6.327	4	.176
Officer	.	.	.
Senior Engineer	8.556	1	.003*
Senior Manager	.	.	.
Senior Officer	.	.	.
Sr. Executive	15.322	6	.018*
Sr. Supervisor	8	1	.005*
Supervisor	9.298	2	.010*

****3= Neutral, 4 = High, 5= Extreme High**

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence **there is a significantly strong association between designation and team climate with team effectiveness**. Thus from above, it can be stated that out of 57 (22.8 %) respondent as supervisor designation only 48 (19.20%) showed high-level team climate with high level of team effectiveness within manufacturing industries.

TABLE 2.31. SHOWING OPINION OF RESPONDENTS BETWEEN DESIGNATION AND TEAM CLIMATE PERCEIVED ASSOCIATION WITH REFERENCE TO ORGANISATIONAL DEVELOPMENT

Designation	Team Climate		Organizational Development			
			3	4	5	Total
Asst. Manager	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	17	5	22
		Table N %	0.00%	6.80%	2.00%	8.80%
	Total	Count	0	18	5	23
		Table N %	0.00%	7.20%	2.00%	9.20%
Deputy Manager	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	3	0	3
		Table N %	0.00%	1.20%	0.00%	1.20%
	Total	Count	0	4	0	4
		Table N %	0.00%	1.60%	0.00%	1.60%
Executive	3	Count	4	3	0	7
		Table N %	1.60%	1.20%	0.00%	2.80%
	4	Count	8	29	12	49
		Table N %	3.20%	11.60%	4.80%	19.60%
	5	Count	0	0	3	3
		Table N %	0.00%	0.00%	1.20%	1.20%
	Total	Count	12	32	15	59
		Table N %	4.80%	12.80%	6.00%	23.60%
Manager	3	Count	2	2	0	4
		Table N %	0.80%	0.80%	0.00%	1.60%
	4	Count	0	12	4	16
		Table N %	0.00%	4.80%	1.60%	6.40%
	5	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	Total	Count	2	15	4	21
		Table N %	0.80%	6.00%	1.60%	8.40%
Officer	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	0	7	0	7
		Table N %	0.00%	2.80%	0.00%	2.80%
	Total	Count	0	8	0	8
		Table N %	0.00%	3.20%	0.00%	3.20%

Senior Engineer	3	Count	2	1	0	3
		Table N %	0.80%	0.40%	0.00%	1.20%
	4	Count	0	10	1	11
		Table N %	0.00%	4.00%	0.40%	4.40%
	Total	Count	2	11	1	14
		Table N %	0.80%	4.40%	0.40%	5.60%
Senior Manager	4	Count	0	3	3	6
		Table N %	0.00%	1.20%	1.20%	2.40%
	Total	Count	0	3	3	6
		Table N %	0.00%	1.20%	1.20%	2.40%
Senior Officer	4	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
	Total	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
Sr. Executive	2	Count	1	0	0	1
		Table N %	0.40%	0.00%	0.00%	0.40%
	3	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	4	Count	2	23	12	37
		Table N %	0.80%	9.20%	4.80%	14.80%
	5	Count	0	1	0	1
		Table N %	0.00%	0.40%	0.00%	0.40%
	Total	Count	3	25	12	40
		Table N %	1.20%	10.00%	4.80%	16.00%
Sr. Supervisor	4	Count	0	7	0	7
		Table N %	0.00%	2.80%	0.00%	2.80%
	5	Count	0	0	1	1
		Table N %	0.00%	0.00%	0.40%	0.40%
	Total	Count	0	7	1	8
		Table N %	0.00%	2.80%	0.40%	3.20%
Supervisor	3	Count	0	2	0	2
		Table N %	0.00%	0.80%	0.00%	0.80%
	4	Count	0	49	8	57
		Table N %	0.00%	19.60%	3.20%	22.80%
	5	Count	0	4	2	6
		Table N %	0.00%	1.60%	0.80%	2.40%
	Total	Count	0	55	10	65
		Table N %	0.00%	22.00%	4.00%	26.00%
****3= Neutral, 4 = High, 5= Extreme High**						

Pearson chi-square test result			
Designation	Chi-square	df	Sig.
Asst. Manager	**0.29**	**1**	**.590**
Deputy Manager	.	.	.
Executive	**16.034**	**4**	**.003***
Manager	**10.15**	**4**	**.038***
Officer	.	.	.
Senior Engineer	**8.601**	**2**	**.014***
Senior Manager	.	.	.
Senior Officer	.	.	.
Sr. Executive	**13.823**	**6**	**.032***
Sr. Supervisor	**8**	**1**	**.005***
Supervisor	**1.928**	**2**	**.381**

From the above table, it can be interpreted that the chi-square is significant as p-value is lesser than α .05 and hence **there is a significantly strong association between designation and team climate with organisational development.** Thus from above, it can be stated that out of 49 (19.6 %) respondent as executive designation only 29 (11.6%) showed high-level team climate has no significant relation with designation with high level of organisational development within manufacturing industries.

II.F.	**Department with reference to team climate, team effectiveness, and organisational development factors**

TABLE 2.32. SHOWING OPINION OF RESPONDENTS BETWEEN DEPARTMENT AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE.

DEPARTMENT		TEAM CLIMATE				
		2	3	4	5	Total
ADMIN	Count	0	1	3	0	4
	Table N %	0.00%	0.40%	1.20%	0.00%	1.60%
COMMERCIAL DEPT	Count	0	0	4	0	4
	Table N %	0.00%	0.00%	1.60%	0.00%	1.60%
ENGINEERING DEPT	Count	0	0	10	2	12
	Table N %	0.00%	0.00%	4.00%	0.80%	4.80%
HR Department	Count	0	1	24	1	26
	Table N %	0.00%	0.40%	9.60%	0.40%	10.40%
MAINTENANCE DEPT	Count	0	2	29	2	33
	Table N %	0.00%	0.80%	11.60%	0.80%	13.20%
Marketing Department	Count	0	1	8	1	10
	Table N %	0.00%	0.40%	3.20%	0.40%	4.00%
PACKAGING	Count	0	0	4	0	4
	Table N %	0.00%	0.00%	1.60%	0.00%	1.60%
PROCUREMENT	Count	0	1	4	0	5
	Table N %	0.00%	0.40%	1.60%	0.00%	2.00%
Production Department	Count	0	5	55	1	61
	Table N %	0.00%	2.00%	22.00%	0.40%	24.40%
PURCHASE DEPT	Count	0	2	17	1	20
	Table N %	0.00%	0.80%	6.80%	0.40%	8.00%
QUALITY ASSURANCE	Count	0	2	20	0	22
	Table N %	0.00%	0.80%	8.00%	0.00%	8.80%
QUALITY CONTROL	Count	0	4	19	4	27
	Table N %	0.00%	1.60%	7.60%	1.60%	10.80%
R & D	Count	1	1	20	0	22
	Table N %	0.40%	0.40%	8.00%	0.00%	8.80%
	Count	1	20	217	12	250
	Table N %	0.40%	8.00%	86.80%	4.80%	100.00%

****2= low ,3= Neutral, 4 = High, 5= Extreme High**

Pearson Chi-Square Tests		
		TEAMCLIMATE
DEPARTMENT	Chi-square	32.618
	df	36
	Sig.	.630[a,b]

From the above table, it can be interpreted that the chi-square is not significant as p-value is greater than α .05 and hence there is no significantly strong association between departments, team climate. Thus from above, it can be stated that out of 61 (24.4 %) respondent from production department only 55 (22 %) showed high-level team climate that has no significant relationship with departments as p-value is greater than 0.05 within manufacturing industries.

****2= low ,3= Neutral, 4 = High, 5= Extreme High**

TABLE 2.33. SHOWING OPINION OF RESPONDENTS BETWEEN DEPARTMENT AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM EFFECTIVENESS

DEPARTMENT		TEAM EFFECTIVENESS			
	LEVEL	3	4	5	TOTAL
ADMIN	Count	1	1	2	4
	Table N %	0.40%	0.40%	0.80%	1.60%
COMMERCIAL DEPT	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
ENGINEERING DEPT	Count	0	4	8	12
	Table N %	0.00%	1.60%	3.20%	4.80%
HR DEPARTMENT	Count	1	20	5	26
	Table N %	0.40%	8.00%	2.00%	10.40%
MAINTENANCE DEPT	Count	1	22	10	33
	Table N %	0.40%	8.80%	4.00%	13.20%
MARKETING DEPARTMENT	Count	1	5	4	10
	Table N %	0.40%	2.00%	1.60%	4.00%
PACKAGING	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
PROCUREMENT	Count	1	4	0	5
	Table N %	0.40%	1.60%	0.00%	2.00%
PRODUCTION DEPARTMENT	Count	5	44	12	61
	Table N %	2.00%	17.60%	4.80%	24.40%
PURCHASE DEPT	Count	5	11	4	20
	Table N %	2.00%	4.40%	1.60%	8.00%
QUALITY ASSURANCE	Count	2	18	2	22
	Table N %	0.80%	7.20%	0.80%	8.80%
QUALITY CONTROL	Count	0	21	6	27
	Table N %	0.00%	8.40%	2.40%	10.80%
R & D	Count	2	17	3	22
	Table N %	0.80%	6.80%	1.20%	8.80%
	Count	19	175	56	250
	Table N %	7.60%	70.00%	22.40%	100.00%

Pearson Chi-Square Tests		
		TEAM EFFECTIVENESS
DEPARTMENT	**Chi-square**	**42.589**
	df	**24**
	Sig.	**.011***
***. The Chi-square statistic is significant at the .05 level.**		

****1= Extreme Low 2= Low ,3= Neutral, 4 = High, 5= Extreme High**

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence **there is a significantly strong association between departments and team effectiveness.** Thus from above, it can be stated that out of 61 (24.4 %) respondent from production department only 44 (17.60 %) showed high-level team effectiveness that has a significant association with departments as p-value is less than 0.05 within manufacturing industries.

TABLE 2.34. SHOWING OPINION OF RESPONDENTS BETWEEN DEPARTMENT AND PERCEIVED ASSOCIATION WITH REFERENCE TO ORGANISATIONAL DEVELOPMENT

DEPARTMENT	ORGANISATIONAL DEVELOPMENT				
	LEVEL	**3**	**4**	**5**	**TOTAL**
ADMIN	Count	1	1	2	4
	Table N %	0.40%	0.40%	0.80%	1.60%
COMMERCIAL DEPT	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
ENGINEERING DEPT	Count	0	7	5	12
	Table N %	0.00%	2.80%	2.00%	4.80%
HR DEPARTMENT	Count	2	19	5	26
	Table N %	0.80%	7.60%	2.00%	10.40%
MAINTENANCE DEPT	Count	0	20	13	33
	Table N %	0.00%	8.00%	5.20%	13.20%
MARKETING DEPARTMENT	Count	0	9	1	10
	Table N %	0.00%	3.60%	0.40%	4.00%
PACKAGING	Count	0	4	0	4
	Table N %	0.00%	1.60%	0.00%	1.60%
PROCUREMENT	Count	1	4	0	5
	Table N %	0.40%	1.60%	0.00%	2.00%
PRODUCTION DEPARTMENT	Count	4	47	10	61
	Table N %	1.60%	18.80%	4.00%	24.40%
PURCHASE DEPT	Count	5	12	3	20
	Table N %	2.00%	4.80%	1.20%	8.00%
QUALITY ASSURANCE	Count	2	17	3	22
	Table N %	0.80%	6.80%	1.20%	8.80%
QUALITY CONTROL	Count	1	22	4	27
	Table N %	0.40%	8.80%	1.60%	10.80%
R & D	Count	3	14	5	22
	Table N %	1.20%	5.60%	2.00%	8.80%
	Count	19	180	51	250
	Table N %	7.60%	72.00%	20.40%	100.00%

Pearson Chi-Square Tests		
		OD
DEPARTMENT	Chi-square	37.006
	df	24
	Sig.	.044*
*. The Chi-square statistic is significant at the .05 level.		

****1= Extreme Low 2= Low, 3= Neutral, 4 = High, 5= Extreme High**

From the above table, it can be interpreted that the chi-square is significant as p-value is less than α .05 and hence **there is a significantly strong association between departments and organisational development**. Thus from above, it can be stated that out of 61 (24.4 %) respondent from production department only 44 (17.60 %) showed high-level organisational development that has a significant association with departments as p-value is less than 0.05 within manufacturing industries.

II.G.	Work experience with reference to team climate, team effectiveness, and organisational development factors

TABLE 2.35: SHOWING EXPERIENCE OF RESPONDENT AND FACTORS OF TEAM CLIMATE.

Factors	Level	Counts	EXPERIENCE						
			0-5	05-10 years	10-15 years	15 - 20	20-25	25 and more	Total
Team Vision	1.00	Count	1	0	0	0	0	0	1
		Table N %	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	2.00	Count	1	1	0	0	0	0	2
		Table N %	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.8%
	3.00	Count	5	3	0	1	0	5	14
		Table N %	2.0%	1.2%	0.0%	0.4%	0.0%	2.0%	5.6%
	4.00	Count	45	45	42	17	7	14	170
		Table N %	18.0%	18.0%	16.8%	6.8%	2.8%	5.6%	68.0%
	5.00	Count	11	15	25	8	3	1	63
		Table N %	4.4%	6.0%	10.0%	3.2%	1.2%	0.4%	25.2%
Participative Safety	2.00	Count	1	0	0	0	0	0	1
		Table N %	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	3.00	Count	5	4	4	0	2	6	21
		Table N %	2.0%	1.6%	1.6%	0.0%	0.8%	2.4%	8.4%
	4.00	Count	37	31	41	17	5	14	145
		Table N %	14.8%	12.4%	16.4%	6.8%	2.0%	5.6%	58.0%
	5.00	Count	20	29	22	9	3	0	83
		Table N %	8.0%	11.6%	8.8%	3.6%	1.2%	0.0%	33.2%
Support For Innovation	1.00	Count	1	0	0	0	0	0	1
		Table N %	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	3.00	Count	6	6	6	0	1	6	25
		Table N %	2.4%	2.4%	2.4%	0.0%	0.4%	2.4%	10.0%
	4.00	Count	45	38	36	19	6	13	157
		Table N %	18.0%	15.2%	14.4%	7.6%	2.4%	5.2%	62.8%
	5.00	Count	11	20	25	7	3	1	67
		Table N %	4.4%	8.0%	10.0%	2.8%	1.2%	0.4%	26.8%
Task Orientation	3.00	Count	5	6	4	1	0	5	21
		Table N %	2.0%	2.4%	1.6%	0.4%	0.0%	2.0%	8.4%
	4.00	Count	47	40	41	16	6	14	164
		Table N %	18.8%	16.0%	16.4%	6.4%	2.4%	5.6%	65.6%
	5.00	Count	11	18	22	9	4	1	65
		Table N %	4.4%	7.2%	8.8%	3.6%	1.6%	0.4%	26.0%
Social Desirable	3.00	Count	15	11	10	1	2	7	46
		Table N %	6.0%	4.4%	4.0%	0.4%	0.8%	2.8%	18.4%
	4.00	Count	30	37	32	19	6	12	136
		Table N %	12.0%	14.8%	12.8%	7.6%	2.4%	4.8%	54.4%
	5.00	Count	18	16	25	6	2	1	68
		Table N %	7.2%	6.4%	10.0%	2.4%	0.8%	0.4%	27.2%
	Total	**Count**	**63**	**64**	**67**	**26**	**10**	**20**	**250**
		Table N %	**25.2**	**25.6**	**26.8**	**10.4**	**4.0**	**8.0**	**100.0**

LEVEL: Extreme Low = 1.00, Low = 2.00, Neutral = 3.00, High = 4.00, Extreme High = 5.00

	EXPERIENCE		
Pearson Chi-Square Tests	Chi-square	df	Sig.
Team Vision	33.120	20	.033*
Participative Safety	30.243	15	.011*
Support For Innovation	24.761	15	.053
Task Orientation	17.816	10	.058
Social Desirable	17.201	15	.070

*. The Chi-square statistic is significant at the .05 level.

From the above table, it can be interpreted that the chi-square is significant and hence there is a significant association between experience and team vision and participative safety respectively. From the above table, it can be interpreted that the chi-square is not significant and hence there is no significant association between work experience and support for innovation, task orientation, and social desirable.

However, out of total 250 respondents, 68 % (170) are of the opinion that there is 'high' level of team vision, whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level. Though, out of total 250 respondents, 58 % (145) are of the opinion that there is 'high' level of participative safety, whereas 0.4 % (1) had perceived participative safety at ‘low’ level. However, out of total 250 respondents, 62.8 % (157) are of the opinion that there is 'high' level of support for innovation, whereas 0.4 % (1) had perceived support for innovation at ‘extremely low’ level. Further, out of total 250 respondents, 65.6 % (164) are of the opinion that there is 'high' level of task orientation, whereas 0.8 % (2) had perceived task orientation at ‘neutral’ level. Yet, out of total 250 respondents, 54.4 % (136) are of the opinion that there is 'high' level of social desirable, whereas 2 % (5) had perceived social desirable at ‘neutral’ level. However, out of total 250 respondents, 62.8 % (157) are of the opinion that there is 'high' level of team stability, whereas 0.4 % (1) had perceived team stability at ‘neutral’ level.

However, out of total 250 respondents, 63.6 % (159) are of the opinion that there is 'high' level of shared leadership, whereas 0.4 % (1) had perceived shared leadership at ‘low’ level. Further, out of 250 respondents; 26.8 % (67) are having work experience of 10-15 years and 4 % (10) are having 20-25 years of work experience. It can be inferred that out of 250 respondents had perceived team vision; 18 % (45) at 'high level

are above the work experience of 0-5 and 5-10years respectively whereas 0.4 % (1) had perceived team vision at ‘extremely low’ level are having 0-5 years of work experience.

It can be inferred that out of 250 respondents had perceived participative safety; 16.4 % (41) at 'high level are above the work experience of 10-15 years respectively whereas 0.4 % (1) had perceived participative safety at ‘low’ level are having 0-5 years of work experience. It can be inferred that out of 250 respondents had perceived support for innovation; 18 % (45) at 'high level are above the work experience of 0-5 years whereas 0.4 % (1) had perceived support for innovation at ‘extreme low’ level are having 0-5 years of work experience. It can be inferred that out of 250 respondents had perceived task orientation; 18.8 % (47) at 'high level are above the work experience of 0-5 years whereas 0.4 % (1) had perceived task orientation at ‘neutral’ level are having 15-20 years of work experience.

It can be inferred that out of 250 respondents had perceived social desirable; 14.8 % (37) at 'high level are above the work experience of 5-10 years whereas 0.4 % (1) had perceived social desirable at ‘neutral’ level are having 15-20 years of work experience.

From above it was observed that chi-square is significant as p-value is less than α=0.05. Team vision, participative safety, support for innovation, task orientation, social desirable with sig. Level 0.033, 0.011, 0.053, 0.058, 0.070 respectively.

Thus from above table, it can be determined that team vision and participative safety had a significant association with work experience as p-value is less than 0.05.

TABLE 2.36: SHOWING WORK EXPERIENCE OF RESPONDENT AND FACTORS OF TEAM EFFECTIVENESS.

Team Effectiveness	LEVEL	COUNTS	Work Experience							
			0-5	05-10 years	10-15 years	15 - 20	20-25	25 and more	Total	Total %
Team Spirit	1.00	Count	1	0	0	1	0	1	3	1.20%
	2.00	Count	1	2	0	0	0	0	3	1.20%
	3.00	Count	8	3	3	0	1	2	17	6.80%
	4.00	Count	39	38	**54**	22	8	14	175	70.00%
	Total	N%			**21.60**				70.00	
	5.00	Count	14	21	10	3	1	3	52	20.80%
Relationships	2.00	Count	1	0	0	1	0	1	3	1.20%
	3.00	Count	13	4	3	0	0	1	21	8.40%
	4.00	Count	29	**37**	36	17	8	17	144	57.60%
	Total	N%		**14.80**						
	5.00	Count	20	23	28	8	2	1	82	32.80%
Collaboration	2.00	Count	0	0	0	0	0	1	1	0.40%
	3.00	Count	10	4	7	1	2	5	29	11.60%
	4.00	Count	40	**46**	43	22	5	14	170	68.00%
	Total	N%		**18.40**						
	5.00	Count	13	14	17	3	3	0	50	20.00%
Purpose Objectives	2.00	Count	1	1	0	0	0	1	3	1.20%
	3.00	Count	5	6	5	1	0	3	20	8.00%
	4.00	Count	**42**	37	39	15	6	14	153	61.20%
	Total	N%	**16.8**							
	5.00	Count	15	20	23	10	4	2	74	29.60%
Communication	2.00	Count	2	1	2	1	0	1	7	2.80%
	3.00	Count	13	5	3	0	0	5	26	10.40%
	4.00	Count	37	41	**44**	19	8	13	162	64.80%
	Total	N%			**17.60**					

	5.00	Count	11	17	18	6	2	1	55	22.00%
Team Leadership	1.00	Count	0	1	0	0	0	0	1	0.40%
	2.00	Count	0	0	0	0	0	1	1	0.40%
	3.00	Count	13	3	3	0	1	3	23	9.20%
	4.00	Count	37	44	**45**	17	6	13	162	64.80%
	Total	N%			**18.00**					
	5.00	Count	13	16	19	9	3	3	63	25.20%
Role Clarity	2.00	Count	2	1	1	0	0	0	4	1.60%
	3.00	Count	12	1	1	0	0	4	18	7.20%
	4.00	Count	36	**47**	**47**	18	7	13	168	67.20%
	Total	N%		**18.80**	**18.80**					
	5.00	Count	13	15	18	8	3	3	60	24.00%
Problem Solving	2.00	Count	2	0	0	0	0	0	2	0.80%
	3.00	Count	2	5	4	1	0	3	15	6.00%
	4.00	Count	**46**	41	37	22	8	15	169	67.60%
	Total	N%	**18.4**							
	5.00	Count	13	18	26	3	2	2	64	25.60%
Development Improvement	2.00	Count	0	1	0	0	0	1	2	0.80%
	3.00	Count	13	3	4	0	2	3	25	10.00%
	4.00	Count	39	**43**	36	18	5	12	153	61.20%
	Total	N%		**17.20**						
	5.00	Count	11	17	27	8	3	4	70	28.00%
Customer Focus	2.00	Count	0	1	0	0	0	1	2	0.80%
	3.00	Count	3	6	3	0	0	4	16	6.40%
	4.00	Count	41	31	**42**	20	9	11	154	61.60%
	Total	N%			**16.80**					
	5.00	Count	19	26	22	6	1	4	78	31.20%
Rewards Recognition	2.00	Count	0	0	0	0	0	2	2	0.80%
	3.00	Count	10	2	5	0	3	3	23	9.20%
	4.00	Count	38	**45**	42	18	5	14	162	64.80%
	Total	N%		**18.00**						
	5.00	Count	15	17	20	8	2	1	63	25.20%
	Total	Count	63	64	67	26	10	20	250	100.00

LEVEL: Extreme Low = 1.00, Low = 2.00, Neutral = 3.00, High = 4.00, Extreme High = 5.00

	WORK EXPERIENCE		
Pearson Chi-Square Tests	Chi-square	df	Sig.
TEAM SPIRIT	26.823	20	.140
RELATIONSHIPS	34.299	15	.003
COLLABORATION	27.740	15	.023
PURPOSE OBJECTIVES	12.316	15	.655
COMMUNICATION	23.557	15	.073
TEAM LEADERSHIP	32.757	20	.036
ROLE CLARITY	30.463	15	.010
PROBLEM SOLVING	23.401	15	.076
DEVELOPMENT IMPROVEMENT	28.506	15	.019
CUSTOMER FOCUS	24.898	15	.050
REWARDS RECOGNITION	42.041	15	.000

*. The Chi-square statistic is significant at the .05 level.

From above table, it showed that most of the respondent had work experience of 5-10 and 10-15 years of work experience of role clarity influencing team effectiveness factor 47 (18.8%) respectively out of 250 respondent from above it was observed that chi-square is significant as p-value is less than α=0.05.the relationship, collaboration, team leadership, role clarity, development and improvement, customer focus and reward and recognition and their sig. Level 0.003, 0.023, 0.036, 0.010, 0.019, 0.050, 0.000 respectively.

Thus from above table, it can be interpreted that relationship, collaboration, team leadership, role clarity, development and improvement, customer focus and reward and recognition had a significant relationship with work experience as p-value is less than 0.05.

TABLE 2.37: SHOWING WORK EXPERIENCE OF RESPONDENT AND FACTORS OF ORGANISATIONAL DEVELOPMENT (OD).

Factor	Level	Count	Work Experience In Years						
OD			0-5	05-10	10-15	15 - 20	20-25	25 and more	Total
	1	Count	1	0	0	0	0	1	2
		Total N %	0.40%	0.00	0.00	0.00	0.0	0.40	0.80
	2	Count	1	2	2	0	0	0	5
		Total N %	0.40%	0.80	0.80	0.00	0.0	0.00	2.00
	3	Count	12	3	1	1	0	2	19
		Total N %	4.80%	1.20	0.40	0.40	0.00	0.80	7.60
	4	Count	31	43	35	17	7	16	149
		Total N %	12.40	17.2	14.0	6.80	2.80	6.40	59.6
Team	5	Count	18	16	29	8	3	1	75
Strategies		Total N %	7.20%	6.40	11.6	3.20	1.20	0.40	30.0
	2	Count	0	0	1	0	0	1	2
		Total N %	0.00%	0.00	0.40	0.00	0.00	0.40	0.80
	3	Count	5	6	2	1	0	3	17
		Total N %	2.00%	2.40	0.80	0.40	0.00	1.20	6.80
	4	Count	37	42	33	18	7	14	151
Team		Total N %	14.80	16.8	13.2	7.20	2.80	5.60	60.4
Member	5	Count	21	16	31	7	3	2	80
-ship		Total N %	8.40%	6.40	12.4	2.80	1.20	0.80	32.0
	2	Count	0	0	0	0	0	2	2
		Total N %	0.00%	0.00	0.00	0.00	0.00	0.80	0.80
	3	Count	13	0	2	0	0	1	16
		Total N %	5.20%	0.00	0.80	0.00	0.00	0.40	6.40
	4	Count	35	41	32	18	8	16	150
		Total N %	14.00	16.4	12.8	7.20	3.20	6.40	60.0
Team	5	Count	15	23	33	8	2	1	82
Procedures		Total N %	6.00%	9.20	13.2	3.20	0.80	0.40	32.8
	2	Count	8	0	0	0	0	0	8
		Total N %	3.20%	0.00	0.00	0.00	0.00	0.00	3.20
	3	Count	4	1	3	1	0	2	11
		Total N %	1.60%	0.40	1.20	0.40	0.00	0.80	4.40
	4	Count	33	36	34	14	7	16	140
		Total N %	13.20	14.4	13.6	5.60	2.80	6.40	56.0
Team	5	Count	18	27	30	11	3	2	91
Interaction		Total N %	7.20%	10.8	12.0	4.40	1.20	0.80	36.4
Team	3	Count	6	1	1	1	2	0	11
Outcome		Total N %	2.40%	0.40	0.40	0.40	0.8	0.00	4.40

	4	Count	35	40	32	16	7	20	150
		Total N %	14.00	16.0	12.8	6.40	2.8	8.00	60.0
	5	Count	22	23	34	9	1	0	89
		Total N %	8.80%	9.20	13.6	3.60	0.4	0.00	35.6
	Total	Count	63	64	67	26	10	20	250
		Total N %	25.20	25.6	26.8	10.4	4.0	8.00	100%

LEVEL:

Extreme Low = 1.00, Low = 2.00, Neutral = 3.00, High = 4.00, Extreme High = 5.00

	WORK EXPERIENCE		
Pearson Chi-Square Tests	Chi-square	df	Sig.
Team Strategies	37.179	20	.011
Team Membership	22.299	15	.100
Team Procedures	67.573	15	.000
Team Interaction	37.385	15	.001
Team Outcome	33.399	10	.000

*. The Chi-square statistic is significant at the .05 level.

From above table, it showed that most of the respondent had work experience of 5-10 years of work experience of team strategies influencing organisational development factor 43 (17.2%) respectively out of 250 respondent

From above it was observed that chi-square is significant as p-value is less than α=0.05. Team strategies, team membership, team procedures, team interaction and team outcome their sig. Level 0.011, 0.100, 0.000, 0.001, and 0.000 respectively.

Thus from above table, it can be interpreted that team strategies, team membership, team procedures, team interaction and team outcome had a significant relationship with work experience as p-value is less than 0.05.

II.H.	**INDUSTRIES –WISE DISTRIBUTION OF TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANIZATIONAL DEVELOPMENT FACTORS**

TABLE 2.38 SHOWING TEAM RESPONSE AS PER THEIR DISTRIBUTION IN DISTRICT AND INDUSTRIES.

TEAM CLIMATE LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT SELECTED DISTRICTS.									
District	**Industries**	**Team Climate**							
		Neutral		**High**		**Extreme High**		**Overall**	
		3.00		**4.00**		**5.00**		**Total**	
		Count	**Table N %**	**Count**	**Table N %**	**Count**	**Table N %**	**Team Count**	**Table N %**
Anand District	ANUPAM	0	0.0%	8	11.4%	0	0.0%	8	11.4
	ELECON	0	0.0%	10	14.4%	0	0.0 %	10	14.4
	GMM	1	1.4%	6	8.6%	1	1.4%	8	11.4
				24	**31.4**				
Vadodara District	BASE METAL	0	0.0%	7	10.0%	0	0.0%	7	10.0
	BUNDY INDIA	1	1.4%	6	8.6%	0	0.0%	7	10.0
	FAG	2	2.9%	6	8.6%	0	0.0%	8	11.4
				19	**27.2**				
Panch-Mahal District	FUTURE TYRES	0	0.0%	6	8.6%	1	1.4%	7	10.0
	INABENSA.BHARAT.PVT. LTD	0	0.0%	7	10.0%	1	1.4%	8	11.4
	POLYCAB	0	0.0%	7	10.0%	0	0.0%	7	10.0
				20	**28.6**				
	Total	4	5.7%	63	90.0%	3	4.3%	70	100.0 %

***as per the team response extreme low and low level was not found therefore it is not mentioned in this table of team climate.**

1. As strongly disagrees considered as extreme low level

2. Indicates as disagree considered as low level

3. Indicates as neutral considered as neutral

4. Indicates as agree considered as high level

5. Indicates as strongly agree considered as extreme high level

From above table, it can be interpreted that Anand district industries mostly showed the high level of team climate with 24 (31.4 %). As per the Anand industries, it showed Anupam industries ltd showed the high level of team climate with 8 teams (11.4%), in Elecon it was observed the high level of team climate as per 10 teams (14.4 %), and while at GMM Pfaudler Ltd. It was observed high level of team climate as per 6 (8.6 %)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of team climate with 19 (27.2%). As per the vadodara industries it showed base metal industries ltd showed the high level of team climate with 7 teams (10.0%), in Bundy India automotive ltd it was observed the high level of team climate as per 6 teams (8.6 %), and while at fag bearing ltd. It was observed high level of team climate as per 6 (8.6 %)

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of team climate with 18 (25.2 %). As per the Panchmahal industries, it showed Polycab wires ltd showed high-level team climate with 7 teams (10 %), in future tyres, it was observed the high level of team climate as per 6 teams (8.6 %), and while at Inabensa Bharat Pvt.Ltd. It was observed high level of team climate as per 7 (10 %)

TABLE 2.39. SHOWING RESPONDENT'S OPINION ABOUT TEAM CLIMATE LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT SELECTED DISTRICTS.

TEAM RESPONSE AS PER THEIR DISTRIBUTION IN DISTRICT AND INDUSTRIES.							
DISTRIBUTION AS PER INDUSTRIES AND DISTRICT			LEVEL OF TEAM CLIMATE				Total
			Low	Neutral	High	Extreme High	
ANAND DISTRICT	ANUPAM	Count	0	2	28	0	30
		Expected Count	.1	2.4	26.0	1.4	30.0
		% Within Industries	0.0%	6.7%	93.3%	0.0%	100.0
		% Within Team climate	0.0%	10.0%	12.9%	0.0%	12.0%
		% Of Total	0.0%	0.8%	11.2%	0.0%	12.0%
	ELECON	Count	0	0	40	0	40
		Expected Count	.2	3.2	34.7	1.9	40.0
		% Within Industries	0.0%	0.0%	100.0%	0.0%	100.0
		% Within Team climate	0.0%	0.0%	18.4%	0.0%	16.0%
		% Of Total	0.0%	0.0%	16.0%	0.0%	16.0%
	GMM	Count	0	1	22	3	26
		Expected Count	.1	2.1	22.6	1.2	26.0
		% Within Industries	0.0%	3.8%	84.6%	11.5%	100.0%
		% Within Team climate	0.0%	5.0%	10.1%	25.0%	10.4%
		% Of Total	0.0%	0.4%	8.8%	1.2%	10.4%
VADODARA DISTRICT	FAG	Count	0	9	20	0	29
		Expected Count	.1	2.3	25.2	1.4	29.0
		% Within Industries	0.0%	31.0%	69.0%	0.0%	100.0%
		% Within Team climate	0.0%	45.0%	9.2%	0.0%	11.6%
		% Of Total	0.0%	3.6%	8.0%	0.0%	11.6%
		Count	0	0	24	1	25
		Expected Count	.1	2.0	21.7	1.2	25.0

	BASE METAL	% Within Industries	0.0%	0.0%	96.0%	4.0%	100.0 %
		% Within Team climate	0.0%	0.0%	11.1%	8.3%	10.0%
		% Of Total	0.0%	0.0%	9.6%	0.4%	10.0%
	BUNDY INDIA	Count	1	5	18	1	25
		Expected Count	.1	2.0	21.7	1.2	25.0
		% Within Industries	4.0%	20.0%	72.0%	4.0%	100.0 %
		% Within Team climate	100.0 %	25.0%	8.3%	8.3%	10.0%
		% Of Total	0.4%	2.0%	7.2%	0.4%	10.0%
PANCH-MAHAL DISTRICT	POLY-CAB	Count	0	3	21	1	25
		Expected Count	.1	2.0	21.7	1.2	25.0
		% Within Industries	0.0%	12.0%	84.0%	4.0%	100.0 %
		% Within Team climate	0.0%	15.0%	9.7%	8.3%	10.0%
		% Of Total	0.0%	1.2%	8.4%	0.4%	10.0%
	INABENSA. BHARAT PVT.LTD	Count	0	0	23	4	27
		Expected Count	.1	2.2	23.4	1.3	27.0
		% Within Industries	0.0%	0.0%	85.2%	14.8%	100.0 %
		% Within Team climate	0.0%	0.0%	10.6%	33.3%	10.8%
		% Of Total	0.0%	0.0%	9.2%	1.6%	10.8%
	FUTURE TYRES	Count	0	0	21	2	23
		Expected Count	.1	1.8	20.0	1.1	23.0
		% Within Industries	0.0%	0.0%	91.3%	8.7%	100.0 %
		% Within Team climate	0.0%	0.0%	9.7%	16.7%	9.2%
		% Of Total	0.0%	0.0%	8.4%	0.8%	9.2%
Total		Count	1	20	**217**	12	250
		Expected Count	1.0	20.0	217.0	12.0	250.0
		% Within Industries	0.4%	8.0%	**86.8%**	4.8%	100.0
		% Within Team climate	100.0	100.0	100.0%	100.0%	100.0
		% Of Total	0.4%	8.0%	86.8%	4.8%	100.0

As per the team response extreme low and low level was not found therefore it is not mentioned in this table of team climate.

1. As strongly disagrees considered as extreme low level
2. Indicates as disagree considered as low level
3. Indicates as neutral considered as neutral
4. Indicates as agree considered as high level
5. Indicates as strongly agree considered as extreme high level

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.728a	24	.000
Likelihood Ratio	57.027	24	.000
N of Valid Cases	250		

a. 27 cells (75.0%) have expected count less than 5. The minimum expected count is .09.

From above table, it can be interpreted that Anand district industries mostly showed the high level of team climate with 90 (41.4 %). As per the Anand industries, it showed Anupam industries ltd showed the high level of team climate with 28 (93%), in Elecon it was observed high level of team climate as per 40 (100 %), while at GMM Pfaudler Ltd. It was observed high level of team climate as per 22 (84.6 %)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of team climate with 62 (28.6 %). As per the Vadodara district industries, it showed base metal industries ltd showed the high level of team climate with 24 (96 %), in Bundy India automotive ltd it was observed the high level of team effectiveness as per 18 (72 %), while at fag bearing ltd. It was observed high level of team climate as per 20 (69 %)

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of team climate with 65 (29.8 %). As per the Panchmahal industries, it showed Polycab wires ltd showed the high level of team climate with 21 (84 %), in future tyres it was observed the high level of team climate as per 21 (91.3 %), while at Inabensa Bharat Pvt.Ltd. It was observed high level of team climate as per 23 (82 %)

Thus from above, it can be said that **Elecon from Anand district, base metal from Vadodara, Future Tyres Ltd from Panchmahal district showed a high level of team climate within teams of manufacturing industries which are mentioned above in table 2.39. The chi- square is significant as p-value is less than α=0.05.therefore there is a significant relationship between team climate and industries of selected district. It can be concluded that area wise and industries wise team effectiveness differs.**

TABLE 2.40. SHOWING RESPONDENT'S OPINION ABOUT TEAM EFFECTIVENESS LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT SELECTED DISTRICTS. N=70 TEAMS

DISTRICTS	INDUSTRIES	TEAM EFFECTIVENESS AS PER THE DISTRICTS AND INDUSTRIES							
		Neutral		High		Extreme High		Overall	
		3.00		4.00		5.00		Total	
		Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Anand	ANUPAM	0	0.0%	**8**	**11.4**	0	0.0	**8**	**11.4**
	ELECON	0	0.0%	0	0.0%	10	14.4	**10**	**14.4**
	GMM PFAUDLER Ltd	2	2.8%	5	7.2%	1	1.4	**8**	**11.4**
Total		2	2.8%	13	18.6	11	15.7	**26**	**37.2**
Vadodara	BASE METAL	0	0.0%	**7**	**10.0**	0	0.0	**7**	**10.0**
	BUNDY INDIA	1	1.4%	6	8.6%	0	0.0	**7**	**10.0**
	FAG BEARINGS Ltd.	1	1.4%	**7**	**10.0**	0	0.0	**8**	**11.4**
Total		2	2.8%	20	28.6	0	0	**22**	**31.4**
Panch-mahal	POLYCAB	0	0.0%	**7**	**10.0**	0	0.0	**7**	**10.0**
	FUTURE TYRES	0	0.0%	6	8.6%	1	1.4	**7**	**10.0**
	INABENSA.BHARAT.PVT.LTD	0	0.0%	6	8.6%	2	2.9	**8**	**11.4**
TOTAL								**22**	**31.4**
	Total	**4**	**5.7%**	**52**	**74.3**	**14**	**20.0**	**70**	**100.0**

***As per the team response extreme low and low level was not found therefore it is not mentioned in this table of Team effectiveness.**

1 as Strongly Disagrees considered as extreme low level

2. indicates as Disagree considered as low level

3. Indicates as Neutral considered as Neutral

4. Indicates as Agree Considered as High level

5.Indicates as Strongly agree Considered as Extreme High Level

From above table, it can be interpreted that Anand district industries mostly showed the high level of team effectiveness. As per the Anand industries, it showed Anupam industries ltd showed the high level of team effectiveness with 8 teams (11.4%), in Elecon it was observed extreme high level of team effectiveness as per 10 teams (14.4%), while at GMM Pfaudler Ltd. It was observed high level of team effectiveness as per 5 (7.2%)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of team effectiveness. As per the vadodara industries it showed base metal industries ltd showed the high level of team effectiveness with 7 teams (10.0%), in Bundy India Automotive Ltd it was observed the high level of team effectiveness as per 6 teams (8.6 %), and while at fag bearing ltd. It was observed high level of team effectiveness as per 7 (10.0 %) teams.

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of team effectiveness. As per the Panchmahal industries, it showed Polycab wires ltd showed the high level of team effectiveness with 7 teams (10.0%), in future tyres, it was observed the high level of team effectiveness as per 6 teams (8.6 %), while at Inabensa Bharat Pvt.Ltd. It was observed high level of team effectiveness as per 6 (8.6 %) teams.

TABLE 2.41. SHOWING RESPONDENT'S OPINION ABOUT TEAM EFFECTIVENESS LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT SELECTED DISTRICTS. N=250

INDUSTRIES * TEAMEFFECTIVENESS Cross tabulation						
Team Effectiveness as per the Districts and Industries			Team Effectiveness			Total
			Neutral	High	Extreme high	
			3.00	4.00	5.00	
Anand District	ANUPAM INDUSTRIES LTD	Count	2	28	0	30
		Expected Count	2.3	21.0	6.7	30.0
		% within Industries	6.7%	93.3	0.0%	100.0
		% within Team Effectiveness	10.5%	16.0	0.0%	12.0
		% of Total	0.8%	11.2	0.0%	12.0
	ELECON	Count	0	5	35	40
		Expected Count	3.0	28.0	9.0	40.0
		% within Industries	0.0%	12.5	87.5	100.0
		% within Team Effectiveness	0.0%	2.9%	62.5 %	16.0 %
		% of Total	0.0%	2.0%	14.0	16.0
	GMM	Count	6	17	3	26
		Expected Count	2.0	18.2	5.8	26.0
		% within Industries	23.1%	65.4 %	11.5 %	100.0 %
		% within Team Effectiveness	31.6%	9.7%	5.4%	10.4 %
		% of Total	2.4%	6.8%	1.2%	10.4
District level				20%		
Vadodara District	BASE METAL	Count	0	24	1	25
		Expected Count	1.9	17.5	5.6	25.0
		% within Industries	0.0%	**96.0**	4.0%	100.0
		% within Team Effectiveness	0.0%	13.7 %	1.8%	10.0 %
		% of Total	0.0%	9.6%	0.4%	10.0
	BUNDY INDIA LTD	Count	3	20	2	25
		Expected Count	1.9	17.5	5.6	25.0
		% within Industries	12.0%	**80.0**	8.0%	100.0
		% within Team Effectiveness	15.8%	11.4 %	3.6%	10.0 %
		% of Total	1.2%	8.0%	0.8%	10.0

	FAG	Count	7	22	0	29
		Expected Count	2.2	20.3	6.5	29.0
		% within Industries	24.1%	**75.9** %	0.0%	100.0 %
		% within Team Effectiveness	36.8%	12.6 %	0.0%	11.6 %
		% of Total	2.8%	8.8%	0.0%	11.6
District level				26.4		
Panchmahal district	FUTURE TYRES LTD.	Count	0	20	3	23
		Expected Count	1.7	16.1	5.2	23.0
		% within Industries	0.0%	87.0 %	13.0 %	100.0 %
		% within Team Effectiveness	0.0%	11.4 %	5.4%	9.2%
		% of Total	0.0%	8.0%	1.2%	9.2%
	INABENSA. BHARAT. PVT.LTD	Count	0	18	9	27
		Expected Count	2.1	18.9	6.0	27.0
		% within Industries	0.0%	66.7 %	33.3 %	100.0 %
		% within Team Effectiveness	0.0%	10.3 %	16.1 %	10.8 %
		% of Total	0.0%	7.2%	3.6%	10.8
	POLYCAB WIRES	Count	1	21	3	25
		Expected Count	1.9	17.5	5.6	25.0
		% within Industries	4.0%	**84.0** %	12.0 %	100.0 %
		% within Team Effectiveness	5.3%	12.0 %	5.4%	10.0 %
		% of Total	0.4%	8.4%	1.2%	10.0
District Level	High level			23.6		
Total		Count	19	175	56	250
		Expected Count	19.0	175.0	56.0	250.0
		% within Industries	7.6%	**70.0** %	22.4 %	100.0 %
		% within Team Effectiveness	100.0 %	100.0 %	100.0 %	100.0 %
		% of Total	7.6%	70.0	22.4	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	154.279[a]	16	.000
Likelihood Ratio	149.623	16	.000
N of Valid Cases	250		
a. 9 cells (33.3%) have expected count less than 5. The minimum expected count is 1.75.			

*as per the team response extreme low and low level was not found therefore it is not mentioned in this table of team effectiveness.

1. It indicates strongly disagrees considered as extreme low level
2. Indicates as disagrees considered as low level
3. Indicates as neutral considered as neutral
4. Indicates as agree considered as high level
5. Indicates as strongly agree considered as high level

The result obtained from executing the cross tabulations procedure reveals that there are row variables have district wise industries distribution while column showed level wise team effectiveness.

From above table, it can be interpreted that Anand district industries mostly showed the high level of team effectiveness with 50 (20 %). As per the Anand industries, it showed Anupam industries ltd showed the high level of team effectiveness with 28 (93%), in Elecon it was observed extreme high level of team effectiveness as per 14 (87.5 %), while at GMM Pfaudler Ltd. It was observed high level of team effectiveness as per 17 (65.4 %)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of team effectiveness with 66 (26.4 %). As per the Vadodara industries, it showed base metal industries ltd showed the high level of team effectiveness with 24 (96 %), in Bundy India Automotive Ltd it was observed the high level of team effectiveness as per 20 (80 %), while at fag bearing ltd. It was observed high level of team effectiveness as per 22 (75.9 %)

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of team effectiveness. As per the Panchmahal industries, it showed Polycab wires ltd showed the high level of team effectiveness with 21 (84 %), in Future Tyres ltd. it was observed the high level of team effectiveness as per 20 (87

%), while at Inabensa Bharat Pvt.Ltd. It was observed high level of team effectiveness as per 18 (66.7 %)

Thus from above, it can be said that **Anupam industries limited from Anand district, Base Metal from Vadodara, Future Tyres Ltd from Panchmahal district showed a high level of team effectiveness within teams of manufacturing industries which are mentioned above in table 2.41.**

The chi- square is significant as p-value is less than α=0.05.therefore there is a significant relationship between team effectiveness and industries of selected district. It can be concluded that area wise and industries wise team effectiveness differs.

TABLE 2.42. SHOWING TEAMS OPINION ABOUT ORGANISATIONAL DEVELOPMENT (OD) LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT DISTRICTS-LEVEL.

Districts	**Industries**	**Organisational Development level as per their distribution in industries at districts-level. (n= 70 teams)**							
		Neutral		**High**		**Extreme High**		**Overall**	
		3.00		4.00		5.00		Total	
		Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Anand	Anupam industries Ltd	0	0.0%	**8**	**11.4**	0	0.0	**8**	**11.4**
	Elecon	0	0.0%	0	0.0%	10	14.4	**10**	**14.4**
	GMM Pfaudler Ltd	2	2.8%	5	7.2%	1	1.4	**8**	**11.4**
Total		2	2.8%	13	18.6	11	15.7	**26**	**37.2**
Vadodara	Base Metal	0	0.0%	**7**	**10.0**	0	0.0	**7**	**10.0**
	Bundy India	0	0.0	6	8.6%	1	1.4%	**7**	**10.0**
	FAG Bearings Ltd.	1	1.4%	**7**	**10.0**	0	0.0	**8**	**11.4**
Total		1	1.4 %	20	28.6	1	1.4%	**22**	**31.4**
Panch-mahal	Polycab wires ltd.	0	0.0%	5	7.1%	2	2.9%	7	10.0%
	Future Tyres Ltd	0	0.0%	5	7.1%	2	2.9%	7	10.0%
	Inabensa.Bharat.Pvt.Ltd	0	0.0%	5	7.1 %	3	4.3%	**8**	**11.4**
TOTAL								**22**	**31.4**
	Total (%)	**3**	**4.3%**	**48**	**68.6%**	**19**	**27.1**	**70**	**100.0**

*****as per the team response extreme low and low level was not found therefore it is not mentioned in this table of od
1. As strongly disagrees considered as extreme low level
2. Indicates as disagree considered as low level
3. Indicates as neutral considered as neutral
4. Indicates as agree considered as high level
5. Indicates as strongly agree considered as extreme high level

From above table, it can be interpreted that Anand district industries mostly showed the high level of organisational development. As per the Anand district industries, it showed Anupam Industries Ltd showed the high level of organisational development with 8 teams (11.4%), in Elecon it was observed extreme high level of organisational development as per 10 teams (14.4%), while at GMM Pfaudler Ltd. It was observed high level of organisational development as per 5 (7.2%)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of organisational development. As per the vadodara district industries, it showed base metal industries ltd showed the high level of organisational development with 7 teams (10.0%), in Bundy India Automotive Ltd it was observed the high level of organisational development as per 6 teams (8.6 %), while at fag bearing ltd. It was observed high level of organisational development as per 7 (10.0 %)

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of organisational development. As per the Panchmahal district industries, it showed Polycab wires ltd showed the high level of organisational development with 5 teams (7.1 %), in future tyres, it was observed the high level of organisational development as per 5 teams (7.1 %), and while at Inabensa Bharat Pvt.Ltd. It was observed high level of organisational development as per 5 (7.1 %)

Table 2.43. SHOWING RESPONDENT'S OPINION ABOUT ORGANISATIONAL DEVELOPMENT LEVEL AS PER THEIR DISTRIBUTION IN INDUSTRIES AT SELECTED DISTRICTS.

INDUSTRIES * OD Cross tabulation						
INDUSTRIES * Organisational Development (OD) Cross tabulation			OD			Total
			Neutral	High	Extreme high	
			3.00	4.00	5.00	
Anand District	Anupam Industries Ltd	Count	2	28	0	30
		Expected Count	2.3	21.6	6.1	30.0
		% Within industries	6.7%	93.3%	0.0%	100.0
		% Within OD	10.5%	15.6%	0.0%	12.0
		% Of Total	0.8%	11.2	0.0%	12.0
	Elecon	Count	0	8	32	40
		Expected Count	3.0	28.8	8.2	40.0
		% Within industries	0.0%	20.0%	80.0%	100.0
		% Within OD	0.0%	4.4%	62.7%	16.0
		% Of Total	0.0%	3.2%	12.8%	16.0
	GMM	Count	8	15	3	26
		Expected Count	2.0	18.7	5.3	26.0
		% Within industries	30.8%	57.7%	11.5%	100.0
		% Within OD	42.1%	8.3%	5.9%	10.4
		% Of Total	3.2%	6.0%	1.2%	10.4
Vadodara	Base Metal	Count	0	24	1	25
		Expected Count	1.9	18.0	5.1	25.0
		% Within industries	0.0%	96.0%	4.0%	100.0
		% Within OD	0.0%	13.3%	2.0%	10.0
		% Of Total	0.0%	9.6%	0.4%	10.0
	Bundy India Ltd	Count	3	21	1	25
		Expected Count	1.9	18.0	5.1	25.0
		% Within industries	12.0%	84.0%	4.0%	100.0
		% Within OD	15.8%	11.7%	2.0%	10.0

		% Of Total	1.2%	8.4%	0.4%	10.0
	FAG	Count	5	24	0	29
		Expected Count	2.2	20.9	5.9	29.0
		% Within industries	17.2%	82.8%	0.0%	100.0
		% Within OD	26.3%	13.3%	0.0%	11.6
		% Of Total	2.0%	9.6%	0.0%	11.6
Panchmahal	Future Tyres Ltd.	Count	0	19	4	23
		Expected Count	1.7	16.6	4.7	23.0
		% Within industries	0.0%	82.6%	17.4%	100.0
		% Within OD	0.0%	10.6%	7.8%	9.2%
		% Of Total	0.0%	7.6%	1.6%	9.2%
	Inabensa.Bharat.Pvt.Ltd	Count	0	19	8	27
		Expected Count	2.1	19.4	5.5	27.0
		% Within industries	0.0%	70.4%	29.6%	100.0
		% Within OD	0.0%	10.6%	15.7%	10.8
		% Of Total	0.0%	7.6%	3.2%	10.8
	Polycab Wires	Count	1	22	2	25
		Expected Count	1.9	18.0	5.1	25.0
		% within industries	4.0%	88.0%	8.0%	100.0
		% within OD	5.3%	12.2	3.9%	10.0
		% of Total	0.4%	8.8%	0.8%	10.0
Total		Count	19	180	51	250
		Expected Count	19.0	180.0	51.0	250.0
		% within industries	7.6%	72.0%	20.4%	100.0
		% within OD	100.0	100.0 %	100.0%	100.0
		% of Total	7.6%	72.0	20.4	100.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	146.025[a]	16	.000
Likelihood Ratio	137.510	16	.000
N of Valid Cases	250		

a. 10 cells (37.0%) have expected count less than 5. The minimum expected count is 1.75.

As per the team response extreme low and low level was not found

1. It indicates strongly disagrees considered as extreme low level
2. Indicates as disagrees considered as low level
3. Indicates as neutral considered as neutral
4. Indicates as agree considered as high level
5. Indicates as strongly agree considered as high level

The result obtained from executing the cross tabulations procedure reveals that there are row variables have district wise industries distribution while column showed level wise organisational development from above table it can be interpreted that Anand district industries mostly showed the high level of organisational development. As per the Anand industries, it showed Anupam industries ltd showed the high level of organisational development with 15.6 (93%), in Elecon it was observed extreme high level of organisational development as per 32 (87.5 %), while at GMM Pfaudler Ltd. It was observed high level of organisational development as per 15 (57.7 %)

From above table, it can be interpreted that Vadodara district industries mostly showed the high level of organisational development. As per the Vadodara industries, it showed Base Metal Industries Ltd showed the high level of organisational development with 24 (96 %), in Bundy India Automotive Ltd it was observed the high level of organisational development as per 21 (84 %), while at Fag Bearing Ltd. It was observed high level of organisational development as per 24 (82.8 %)

From above table, it can be interpreted that Panchmahal district industries mostly showed the high level of organisational development. As per the Panchmahal industries, it showed Polycab wires ltd showed the high level of organisational development with 22 (88 %), in future tyres it was observed the high level of organisational development as per 19 (82.6 %), while at Inabensa Bharat Pvt.Ltd. It was observed high-level organisational development as per 19 (70.4 %)

Thus from above, it can be said that **Anupam Industries Limited from Anand district, Base Metal from Vadodara, Polycab Wires Ltd. From Panchmahal district showed a high level of organisational development within teams of manufacturing industries which are mentioned above in table 2.43.**

The chi- square is significant as p-value is less than α=0.05.therefore there is a significant relationship between organisational development and industries of selected district. It can be concluded that area wise and industries wise organisational development **differs.**

SECTION III: TEAM CLIMATE

3. A. SECTION III: TEAM CLIMATE AND ITS FACTORS.

This section deals with the team climate and its factors showing mean and standard deviation was analyzed for further statistical analysis i.e. correlation, regression, anova, factor analysis and structural equation model (path diagram)

(**TABLE 3.1. DESCRIPTIVE STATISTICS SHOWING MEAN AND STANDARD DEVIATION OF TEAM CLIMATE FACTORS AS PER THE TEAM AND INDIVIDUAL RESPONDENTS AS TEAM MEMBERS.**

Descriptive Statistics						
Team Climate	**Team Distribution**			**Individual Respondents**		
Factors	**Mean**	**Std. Deviation**	**N**	**Mean**	**Std. Deviation**	**N**
Team vision	4.2143	.50770	**70**	4.1680	.59091	**250**
Participative Safety	4.2286	.54298	**70**	4.2400	.61311	**250**
Support For Innovation	4.2143	.56190	**70**	4.1560	.61740	**250**
Task Orientation	4.2143	.50770	**70**	4.1760	.56061	**250**
Social Desirable	4.1571	.58075	**70**	4.0880	.67086	**250**

The standard deviation can be difficult to interpret as a single number on its own. Basically, a small standard deviation means that the values in a statistical data set are close to the mean of the data set, on average, and a large standard deviation means that the values in the data set are farther away from the mean, on average. The closer the standard deviation is to 0, the more reliable the mean is. More than that, though, standard deviation close to 0 tells us that there is very little changeableness in the sample. Thus from the above, it can be observed that most of the std. deviation is nearer to mean. From above table, it can be interpreted that as per team descriptive statistics state that means is reliable for further statistics.

Thus team vision mean is 4.2143 while standard deviation is .50770 for n=70, team vision mean is 4.1680 while std.deviation is .59091 for n=250, participative safety mean is 4.2286 while std.deviation is .54298 for n=70, participative safety mean is 4.24 while std.deviation is .61311 for n=250, support for innovation means is 4.2143 while std.deviation is .56190 for n=70, support for innovation means is 4.1560 while std. deviation is .61740 for n=250. Task orientation mean is 4.2143 while std. deviation is .50770 for n=70. Task orientation mean is 4.1760 while std. deviation is .56061 for n=250. The social desirable mean is 4.0880 while std. deviation is .67086 for n=250.

TABLE 3.2. CORRELATION BETWEEN THE VARIABLES OF TEAM CLIMATE FACTORS AS PER THE TEAM RESPONDENTS (N=70)

INTER CORRELATIONS BETWEEN TEAM CLIMATE VARIABLES						
		TV	**PS**	**SFI**	**TO**	**SD**
Team Vision (TV)	Pearson Correlation	1	.661**	.599**	.494**	.425**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	70	70	70	70	70
Participative Safety (PS)	Pearson Correlation	.661**	1	.692**	.556**	.436**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	70	70	70	70	70
Support For Innovation (SFI)	Pearson Correlation	.599**	.692**	1	.497**	.517**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	70	70	70	70	70
Task Orientation (TO)	Pearson Correlation	.494**	.556**	.497**	1	.523**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	70	70	70	70	70
Social Desirable (SD)	Pearson Correlation	.425**	.436**	.517**	.523**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	70	70	70	70	70
**. Correlation is significant at the 0.01 level (2-tailed).						

From above correlation matrix, it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per team i.e. N=70.

From above table, it can be interpreted that the linear positive correlation between all the variables of team climate such as team vision, participative safety, support for innovation, task orientation, social desirable and it is statistically significant as the p-value is less than 0.05.

The results of inter-correlation between factors showed that:

There is a linear positive correlation between **team vision with participative safety** as well as support for innovation. The correlation coefficient is. 0.661**, 0.599**. Respectively and is statistically significant as the p-value is less than 0.05.
**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between **participative safety with team vision, support for innovation and task orientation.** The correlation coefficient is. 0.661**, 0.692**, 0.556**. Respectively and is statistically significant as the p-value is less than 0.05.
**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between **support for innovation with team vision, participative safety, task orientation, as well as social desirable**. The correlation coefficient is. 0.599**, 0.692**, 0.497**, 0.517** respectively and is statistically significant as the p-value is less than 0.05.
**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between **task orientation with participative safety as well as social desirable** the correlation coefficient is. 0.556**, 0.523**. Respectively and is statistically significant as the p-value is less than 0.05.
**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between **social desirable with support for innovation as well as task orientation.** The correlation coefficient is. 0.517**, 0.523**. Respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).
Thus, it can be said that all the variables of team climate are positively inter-correlated with each other. Thus each variables have influence on overall team climate.

TABLE 3.3 CORRELATION BETWEEN THE VARIABLES OF TEAM CLIMATE FACTORS AS PER THE TEAM RESPONDENTS (N=250)

		Team Vision	Participative Safety	Support For Innovation	Task Orientation	Social Desirable
Team Vision	Pearson Correlation	1	.542**	.577**	.480**	.429**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
Participative Safety	Pearson Correlation	.542**	1	.622**	.554**	.427**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
Support For Innovation	Pearson Correlation	.577**	.622**	1	.535**	.529**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
Task Orientation	Pearson Correlation	.480**	.554**	.535**	1	.503**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
Social Desirable	Pearson Correlation	.429**	.427**	.529**	.503**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

From above correlation matrix, it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per respondents i.e. N=250.

From above table, it can be interpreted that the linear positive correlation between all the variables of team climate such as team vision, participative safety, support for innovation, task orientation, social desirable and it is statistically significant as the p-value is less than 0.05.

The results of inter-correlation between factors showed that:

There is a linear positive correlation between team vision with participative safety as well as support for innovation. The correlation coefficient is. 0.542**, 0.577**. Respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between participative safety with team vision, support for innovation and task orientation. The correlation coefficient is. 0.542**, 0.622**, 0.554**. Respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between support for innovation with team vision, participative safety, task orientation, as well as social desirable. The correlation coefficient is. 0.577**, 0.622**, 0.535**, 0.529** respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between task orientation with participative safety support for innovation as well as social desirable the correlation coefficient is. 0.554**, 0.535**, 0.503** respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is a linear positive correlation between social desirable with support for innovation as well as task orientation. The correlation coefficient is. 0.529**, 0.503**. Respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

The pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. The coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive ($r > 0$), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied. **Thus, it can be said that all the variables of team climate are positively inter-correlated with each other. Thus each variables have influence on overall team climate.**

TABLE 3.4. REGRESSION ANALYSIS BETWEEN THE VARIABLES OF TEAM CLIMATE FACTORS (N=250)

Table 3.4.1 Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Social Desirable, Participative Safety, Task Orientation, Support For Innovation	.	Enter
a. Dependent Variable: TEAM CLIMATE			
b. All requested variables entered.			

This column tells about the method utilized was enter method which means that each independent variable was entered in the usual fashion.

Several regression analyses are performed to identify different team climate factors are the best predictors for overall team climate.

Table 3.4.2 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727[a]	.529	.519	.26225
a. Predictors: (Constant), Social Desirable, Participative Safety, Task Orientation, Team Vision, Support For Innovation				
b. Dependent Variable: TEAM CLIMATE				

For a linear regression, the best method to interpret the model is by looking at the value for R2. It is an overall measure of the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable. Table 3.4.2. It illustrates the R2 value from the first linear regression. The value of R2 is 0.529, which means 52 % of the variance in Team Climate can be explained by variation in Social Desirable, Participative Safety, Task Orientation, Team Vision, and Support for Innovation.

In the case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R-squared for the population. The value of R-square is 0.529, while adjusted R- square is 0.519.

Table no. 3.4.3 ANOVA of Linear Regression 1						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.819	5	3.764	54.727	.000[b]
	Residual	16.781	244	.069		
	Total	35.600	249			
a. Dependent Variable: TEAMCLIMATE						
b. Predictors: (Constant), Social Desirable, Participative Safety, Task Orientation, Team Vision, Support For Innovation						

Moreover, as shown in table 3.4.3, the overall model to predict team climate is statistically significant (f value = 54.727, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables. Therefore, team climate variables have impact on overall team climate.

A high value of f means that there are more chance of the null hypothesis being rejected and alternate accepted, which means that x1 and x2 are different. Here it is 14.5, which means that the value is pretty high and that x1 and x2 will be different. On the other hand, the significant tells us the confidence level (1- sig) of accepting the alternate hypothesis. Here the sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that x1 is not equal to x2.

Therefore there is significant difference in team climate variables.

		Table 3.4.3. Coefficients					
		Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1		(Constant)	1.251	.171		7.327	.000
	X1	**Team Vision**	.016	.009	.118	1.807	.072
	X2	**Participative Safety**	.028	.008	.225	3.356	.001
	X3	**Support For Innovation**	.034	.009	.269	3.775	.000
	X4	**Task Orientation**	.023	.009	.162	2.679	.008
	X5	**Social Desirable**	.010	.006	.092	1.601	.111
		a. Dependent Variable: TEAMCLIMATE					

Therefore to check the significance level of independent variables to explain variation in dependent variable refer table 3.3.4 looking at the predictors individually, the first variable(constant) represent the constant, also referred as y intercept, the of the regression line when it crosses the y axis. In the other words it means that this is predicted values of team climate when all the variables are zero.

B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = $\beta_0 + \beta_{1x1} + \beta_{2x2} + \beta_{3x3} + \beta_{4x4} + \beta_{5x5}$

Y predicted = $1.251 + .016x_1 + .028x_2 + .034x_3 + .023x_4 + .010x_5$

These values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value team climate that would be predicted by 1 unit increase independent value (team climate variables) will in predictors. (Only those predictors are considered whose p-value are less than .05)

Team vision is 0.016, participative safety is 0.028, support for innovation is 0.034, task orientation is 0.023, and social desirable is 0.010. 1 unit increase in this value will increase overall team climate considerably.

T and significance: the column provides t- value and sig. 2 tailed p value used in testing the null hypothesis is rejected and alternate is accepted when p value is less than 0.05.they are statistically significant. However in this table 3.3.4 in p value for team vision is 0.072 which is significant at 10% confidence interval as it is less than 0.1. While social desirable is not significant as p value increase than 0.111 which greater than 0.1. In these case rest of the variables have p value less than 0.05, is considered as statistically significant.

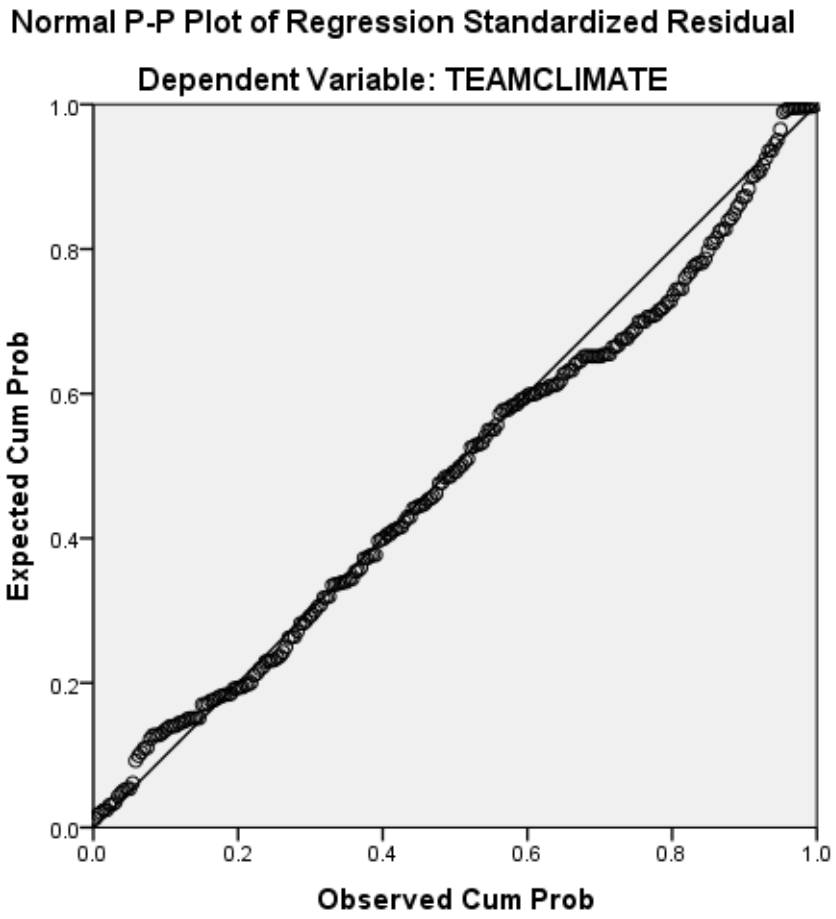


Figure 3.1. Normal probability plot of standardized residuals for Linear Regression 1

A normal probability plot (P-P Plot) of the standardized residuals provides an indication of whether or not the assumption of normality of the random errors is appropriate. In the P-P plot, a perfectly normal distribution would show a straight line sloping upward at a 45-degree angle. Thus team climate showed linear relationship within the factors of team climate.

3.5. A. FACTOR ANALYSIS.

Factor analysis is a general name signifying a class of procedures mainly used for data reduction and summarization. Factor analysis is done to check the factor loadings and their fitment into the model.

Factor loadings are the correlations of the item with the variable. Factor analysis is of two types. They are exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

The exploratory factor analysis (EFA) Relationships are between sets of many interrelated variables that were examined and represented in terms of primary factors, which indicate a significant extent of the unique concern set with simple structure. Simple structure is a pattern of results such that each variable loads highly factor. This multivariate statistical technique addresses the problem of analyzing the structure of the relationships (correlations) between a large numbers of variables by defining a set of common underlying measurements, known as factors. The Exploratory factor analysis is done in the early stages of analysis just to observe the data patterns of the values of the items of latent variables. Confirmatory factor analysis is done to verify/check the hypothesis testing and to verify fitment of the model with the data.

There are more than 30 goodness of fit indices provided by LISREL 8.5 tool as well as SPSS Amos 24 (Student Package). Among them, Degrees of Freedom *(df),* Chi-Square *value (Chi),* Root Mean Square Error of Approximation (RMSEA), Root Mean Square Residual (RMR), Goodness of Fit Index (GFl), Adjusted Goodness of Fit Index (AGFI) and Parsimony Goodness of Fit Index (PGFI) are use, in the current study to check the goodness of fitment of the model with the collected data.

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: This measure varies between 0 and 1 and values close to one are better. The value 0.6 is a suggested minimum.

Bartlett's Test of Sphericity: It is a test statistic used to examine the hypothesis that the variables are uncorrelated in the population. In other words, the population correlation matrix is an identify matrix; each variable correlated perfectly with itself (r=1) but has no correlation with the other variables (r=0). In this case, the Barlett's test is also a Chi Square test with a Null Hypothesis H0: R=1 and H1: R≠1. Here, it means that we have rejected the null hypothesis i.e. **there is a significant relationship between variable.**

THE CONFIRMATORY FACTOR ANALYSIS OF THE TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.

3.5. a. TEAM CLIMATE FACTOR ANALYSIS

The confirmatory factor analysis of team climate is done using the SPSS Amos 24 (Student Package) for the number of responses (N=250).The collected data underwent the exploratory factor analysis first with five factors such as **team vision, task orientation, support for innovation, social desirability and participative safety.**

Some of the key statistics associated with the factor analysis are Bartlett's test of Sphericity, Kaiser-Meyer-Olkin measure of sample adequacy, Eigen values, Scree plot etc.

Table 3.5. KMO and Bartlett's Test for Team climate.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	1658.604
	df	136
	Sig.	.000

As the value for the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.838, exceeding the recommended threshold level of 0.5 (Coakes, 2005). As the sampling adequacy obtained was 0.838, which is more than 0.5, the factor analysis can be successfully applied to the data. Bartlett's test of sphericity also shows significance 0.000, which is less than 0.05, therefore making the factor analysis test successful.

Table 3.6. SHOWS RESPONDENTS DESCRIPTIVE STATISTICS MEAN AND STANDARD DEVIATION FOR TEAM CLIMATE FACTOR ANALYSIS

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
TEAM VISION1	3.8160	.74859	250
TEAM VISION2	4.0680	.74404	250
TEAM VISION3	4.0960	.69910	250
TEAM VISION4	4.1600	.63877	250
TEAM VISION5	4.1800	.63657	250
PARTICIPATIVE SAFETY3	4.0600	.78156	250
PARTICIPATIVE SAFETY4	4.2440	.70602	250
PARTICIPATIVE SAFETY5	4.1400	.72283	250
PARTICIPATIVE SAFETY6	4.1640	.64090	250
SUPPORT FOR INNOVATION1	4.0160	.83097	250
SUPPORT FOR INNOVATION2	4.0720	.76233	250
SUPPORT FOR INNOVATION3	4.0680	.72212	250
TASK ORIENTATION1	3.9000	.81773	250
TASK ORIENTATION2	4.0160	.64608	250
TASK ORIENTATION3	4.1400	.65277	250
TASK ORIENTATION4	4.1040	.76388	250
SOCIAL DESIRABILITY1	3.7360	.92397	250
SOCIAL DESIRABILITY2	3.8920	.82648	250
SOCIAL DESIRABILITY 3	3.7960	.88856	250
SOCIAL DESIRABILITY 4	4.2000	.74446	250
SOCIAL DESIRABILITY 5	4.2280	.60786	250

Descriptive statistics mean and standard deviation for team climate factor analysis showed that are standard deviation of all variables are nearer to zero which indicates less deviation among the variables. This team climate variables can be utilized for further statistical techniques.

TABLE 3.7 SHOWS RESPONDENTS THE INITIAL FACTOR LOADINGS OF TEAM CLIMATE ARE AS SHOWN

Communalities		
	Initial	Extraction
TEAM VISION1	1.000	.615
TEAM VISION2	1.000	.685
TEAM VISION3	1.000	.636
TEAM VISION4	1.000	.531
TEAM VISION5	1.000	.698
PARTICIPATIVE SAFETY3	1.000	.513
PARTICIPATIVE SAFETY4	1.000	.555
PARTICIPATIVE SAFETY5	1.000	.571
PARTICIPATIVE SAFETY6	1.000	.578
SUPPORT FOR INNOVATION1	1.000	.772
SUPPORT FOR INNOVATION2	1.000	.769
TASK ORIENTATION1	1.000	.709
TASK ORIENTATION2	1.000	.745
PARTICIPATIVE SAFETY1	1.000	.750
PARTICIPATIVE SAFETY2	1.000	.750
PARTICIPATIVE SAFETY3	1.000	.718
PARTICIPATIVE SAFETY4	1.000	.581
Extraction Method: Principal Component Analysis.		

The values in each of the factor columns indicate the correlations between the original variables and the common factors. Based on the factor loadings, the communality values are computed. Communality is the extent to which an item correlates with all other items. Higher communalities are considered better. If communalities for a particular variable are low (between 0.0-0.5), then the variable will struggle to load significantly on any factor (neill, 2011). Among the five constructs, for team vision: 5 variables, participative safety: 4 variables, support for innovation and task orientation: 2 variables each were considered, and social desirable: 4 variables are considered. Constructs demonstrate communalities of each of the construct's items greater than 0.6, an acceptable level. Constructs with items having low communalities (below 0.5)

include team vision (1 items), participative safety (2 items), support for innovation and task orientation (4 items), each were considered, and social desirable 2items are considered. Low communality values means the variables are not well-defined by the factors. It is observed the items identified as having low communalities are double-barreled (that is, they contain two or more elements to which a respondent could respond); i.e., team members do not seem to be concerned with helping each other, carrying.

Figure no.3.2. Scree plot of Team Climate.

The scree plot is used to determine the optimal numbers of component .it plots the eigenvalues of each component of team climate factors. The components beyond the point at which curve changes it direction and becomes horizontal, they can be eliminated. Therefore scree plot suggest number of components which are only 4 for team climate.

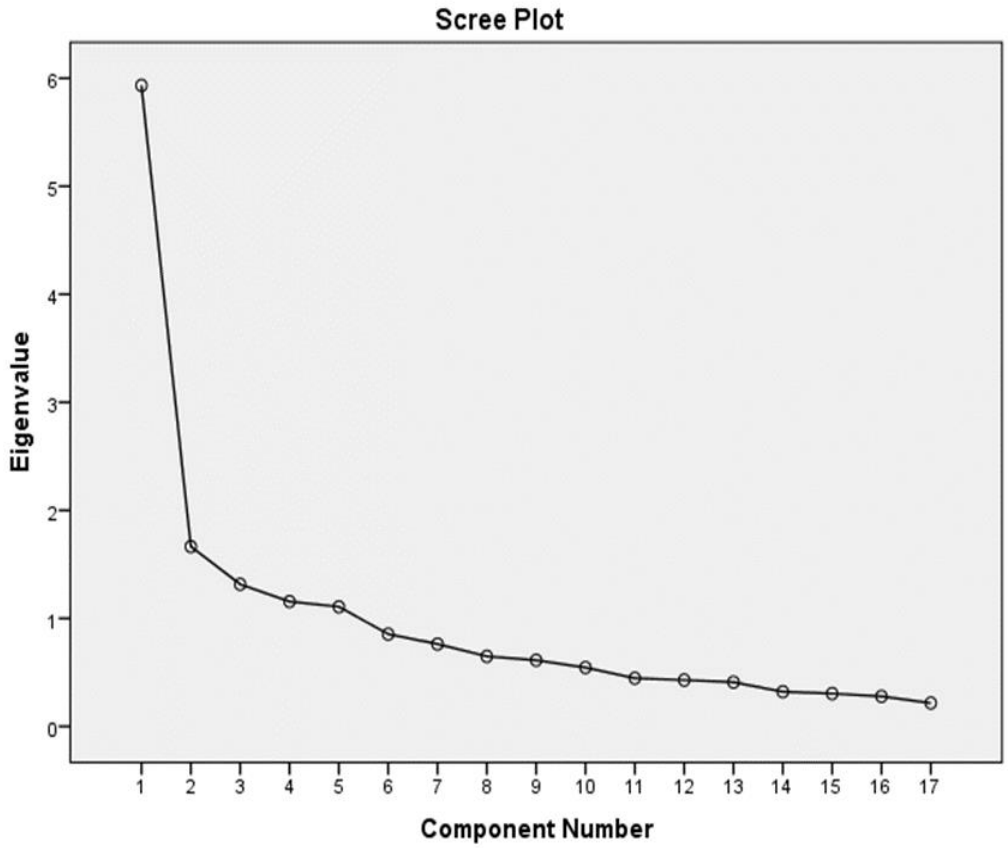


TABLE 3.8. SHOWS TOTAL VARIANCE EXPLAINED FOR TEAM CLIMATE									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.934	34.903	34.903	5.934	34.903	34.903	2.786	16.387	16.387
2	1.665	9.791	44.695	1.665	9.791	44.695	2.441	14.358	30.745
3	1.315	7.735	52.430	1.315	7.735	52.430	2.208	12.988	43.733
4	1.156	6.799	59.229	1.156	6.799	59.229	1.921	11.300	55.033
5	1.107	6.513	65.742	1.107	6.513	65.742	1.820	10.709	65.742
6	.854	5.023	70.765						
7	.762	4.483	75.247						
8	.648	3.812	79.059						
9	.613	3.604	82.664						
10	.545	3.204	85.868						
11	.446	2.623	88.491						
12	.429	2.522	91.013						
13	.410	2.409	93.422						
14	.321	1.887	95.309						
15	.303	1.785	97.094						
16	.278	1.637	98.731						
17	.216	1.269	100.00						
Extraction Method: Principal Component Analysis.									

This resulted 5 Eigen values 5.934, 1.665, 1.315, 1.156, and 1.107. All the Eigen values are > 1.0. The five factors were extracted accounting for 65.742 % of the total variance. (Total variance accounted for team climate inventory, 61.7% Anderson and West, 1998, p.248.)

TABLE 3.9. ROTATED COMPONENT MATRIX SHOWS VARIMAX FACTOR LOADING FOR THE 5 FACTOR SOLUTION OF TEAM CLIMATE FACTOR.

ROTATED COMPONENT MATRIX FOR TEAM CLIMATE FACTOR					
Component	**SD**	**PS**	**TV**	**SFI**	**TO**
	1	2	3	4	5
TEAM VISION1	.383	.306	**.491**	.357	.079
TEAM VISION2	.276	.134	**.618**	.449	.082
TEAM VISION3	-.031	.015	**.718**	.195	.286
TEAM VISION4	.278	.336	**.471**	.093	.332
TEAM VISION5	.172	.408	**.670**	-.035	-.228
PARTICIPATIVE SAFETY3	.148	**.582**	.199	-.024	.335
PARTICIPATIVE SAFETY4	.013	**.684**	.066	.165	.234
PARTICIPATIVE SAFETY5	.182	**.714**	.092	.116	.076
PARTICIPATIVE SAFETY6	.055	**.705**	.139	.244	.007
SUPPORT FOR INNOVATION1	.242	.214	.154	**.803**	.009
SUPPORT FOR INNOVATION2	.015	.176	.150	**.816**	.222
TASK ORIENTATION1	.173	.174	.027	.068	**.802**
TASK ORIENTATION2	.119	.188	.181	.157	**.799**
SOCIAL DESIRABILITY1	**.775**	.254	-.065	.279	.061
SOCIAL DESIRABILITY2	**.823**	.169	.099	.161	.095
SOCIAL DESIRABILITY 3	**.815**	-.006	.191	-.020	.131
SOCIAL DESIRABILITY 4	**.594**	.026	.445	-.010	.172
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					

The rotated component matrix, which contains all the loadings (even those < .3) for each component, is similar to the rotated factor matrix in output. All the variables that have large factor loadings for a given component define the component 1.social desirability (SD), 2. Participative safety (PS), 3. Team vision, (TV). 4. Support for innovation, (SFI) 5. Task orientation, (TO) initially exploratory factor analysis was done with five factors such as vision, task orientation, support for innovation, participative safety and social desirability of team climate to observe the factor

loadings. The exploratory factor analysis (EFA) retained 17 variables and removed 13 variables they were having a low factor loading of <0.5 hair et al., 1998).

TABLE 3.10 SHOWS ROTATION METHOD: VARIMAX WITH KAISER NORMALIZATION

Team climate factors	**Measurement variables**	**Factor Loading**
		Rotate Matrix
Team vision1	Clear vision	.491
Team vision2	Clear mission statement	.618
Team vision3	Team goals are aligned with organisational goals.	.718
Team vision4	Adequate skills and resources to achieve goals	.471
Team vision5	Clear and vital role	.670
Participative safety3	Keep Each Other Inform on Work Related Issue	.582
Participative safety4	Keep each other informed	.684
Participative safety5	Share information	.714
Participative safety6	Comfortable acceptance	.705
Support for innovation1	Support for new idea	.803
Support for innovation2	Time provided to develop new idea	.816
Task orientation1	Critically appraises potential weaknesses	.802
Task orientation2	Oriented about their role	.799
Social Desirability1	Understand and accepted	.775
Social Desirability2	Everyone view are listened	.823
Social Desirability 3	We attitude	.815
Social Desirability 4	Help each other in solving issue	.594

Thus factor loading showed that social desirability, support for innovation, team vision and participative safety are highly correlated factors as team climate factor. Thus it social desirability, support for innovation, team vision and participative safety are strongly associated with Team Climate.

TABLE 3.11A. SHOWS CONFIRMATORY FACTOR ANALYSIS OF TEAM CLIMATE

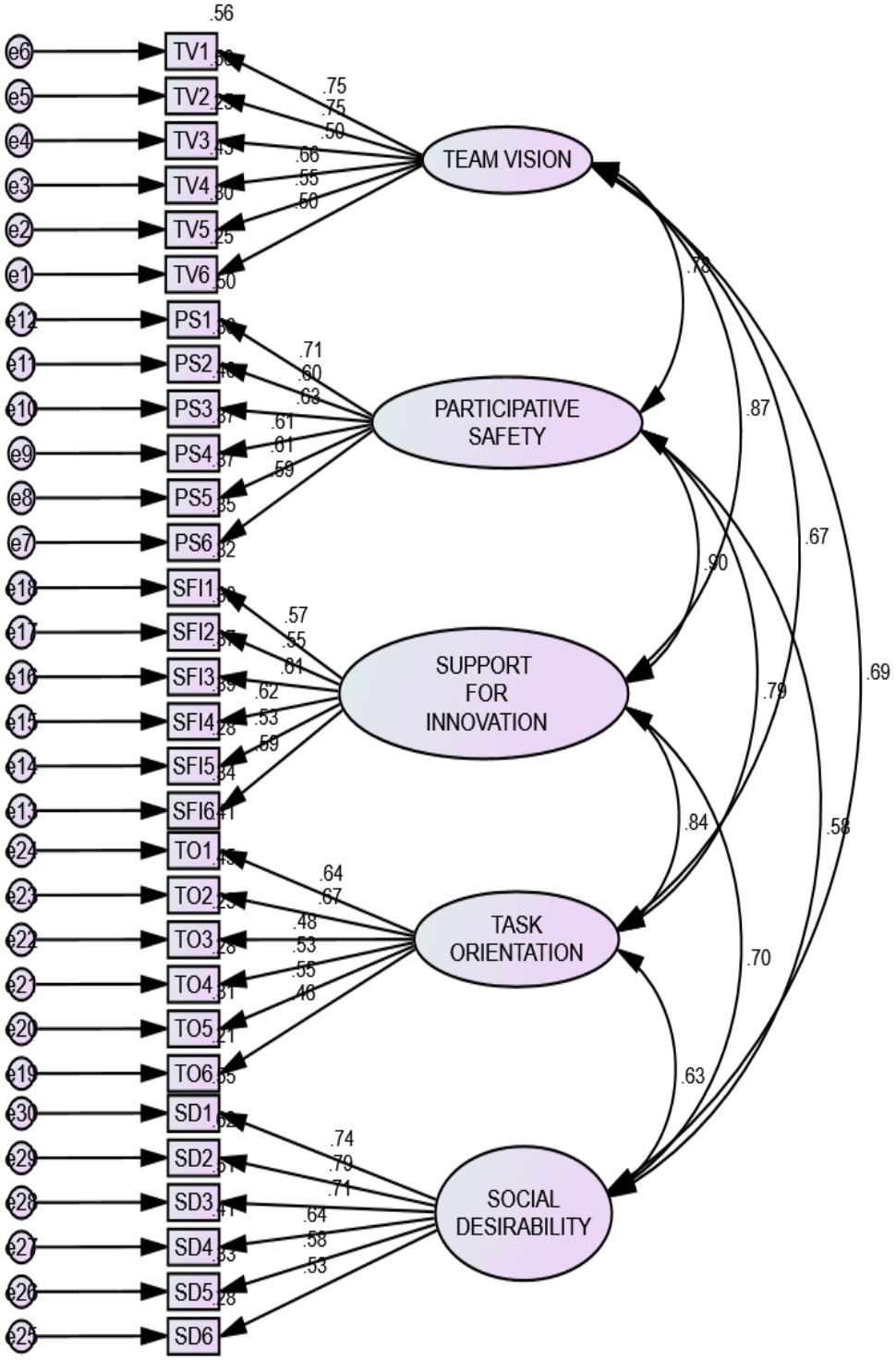
Structural equation modelling (sem) using the amos 24.0 (analysis of movement structures) software package was used to perform the confirmatory factor analysis. Amos is one of the modules in spss, which is user friendly and interactive graphic interface to draw path diagrams for the measurement and structural models of sem. In cfa, it specify five elements: the latent constructs, the measured variables, the item loadings on specific constructs, the relationships between constructs, and the error terms for each indicator. First, latent constructs are drawn as ellipses and the measured variables are denoted by rectangles. Because there are only correlation relationships (depicted by two headed curved arrows) between constructs in a CFA, all constructs are measured exogenous. The associations between the latent constructs and the respective measured variables (called factor loadings, as in EFA) are denoted by arrows from the constructs to the measured variables. Finally, each measured indicator or variable has an error term (as shown in our diagram), which is the extent to which the latent factor does not explain the measured variable. By using the graphic interface of Amos, the measurement model is drawn and depicted in figure 3.3 and 3.4. **The measurement model the path diagram with correlations for the entire model comprising constructs of team climate such as vision, task orientation, support for innovation and participative safety and social desirable in figure 3.3 and 3.4 shows the linkage between the specific variable and their associated constructs along with the relationship among the constructs.** Thus it shows that all the factors of team climate such as vision, task orientation, support for innovation and participative safety and social desirable are strongly associated with each other as well as overall team climate. Paths from the latent construct to the measured items are based on the measurement theory. A measurement theory specifies how measured variables logically and systematically represent constructs involved in a theoretical model.

TABLE 3.11 SHOWS THE GOODNESS OF FIT INDICES FOR MODEL MEASUREMENT FOR TEAM CLIMATE FACTORS.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**395**	
Chi-square *(Chi)*	**1051.369**	**P value=0.00 sig.**
Chi-square (Chi)/df	**2.662.chi/df**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.038**	**< 0.08 (Garson, 2007).**
90 Percent Confidence Interval for RMSEA	**0.00-0.11**	**between 0 and 1 (Garson, 2007)**
Root Mean Square Residual (RMR)	**.015**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.784**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.746**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**(0.786, 0.794, 0.749, 0.722, and .825)**	**greater than 0.7**

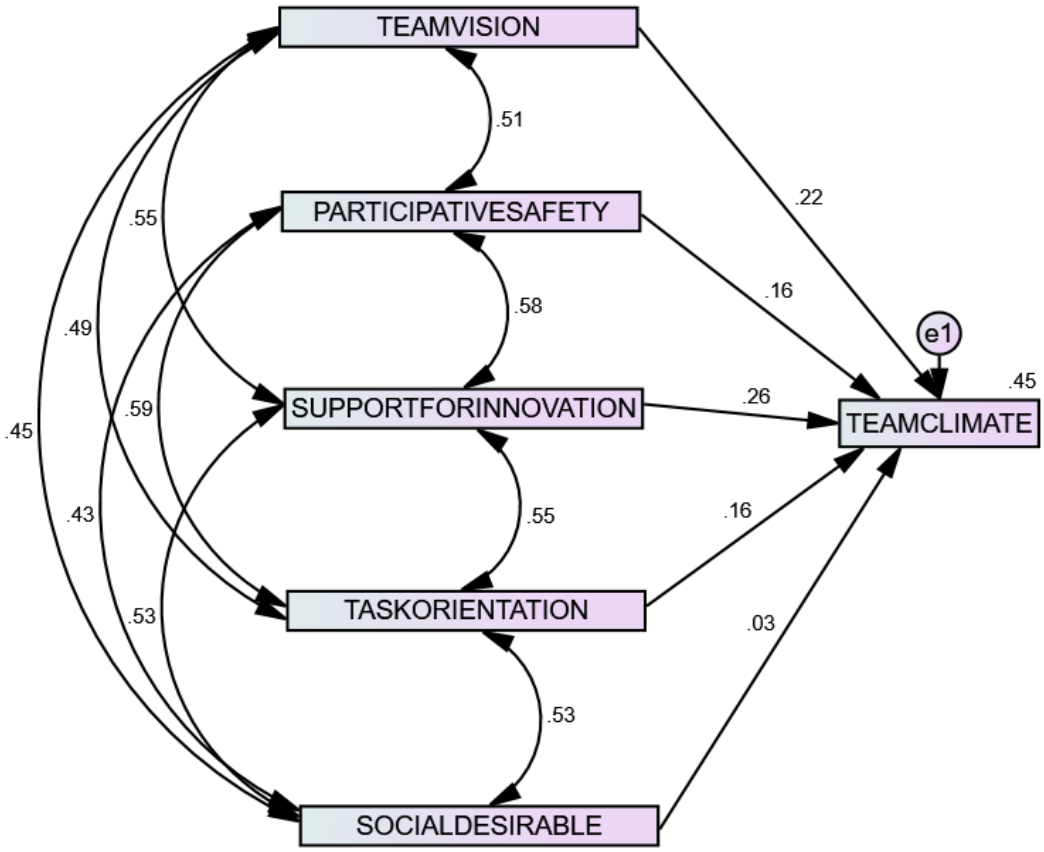
For the model, the difference divided by degrees of freedom is 1051.369 / 395 = 2.662.chi/df. The Chi-Square value (1051.369) divided by degrees of freedom (395) is 2.662. The best fit should have *Chi/df less* than 3.0. However, the observed calculated value is close to critical value 3.0, which is acceptable. The critical RMSEA value should be < 0.08 (Garson, 2007). RMR value (0.038) should be close to zero. However, GFI Goodness of Fit Index (GFI) is greater than 0 calculate value is .784. Adjusted Goodness of Fit Index (AGFI) is in between 0.0 and 1.0 calculate 0.746. Thus *Chi/df's* close to 3.0 and AGFI (0.746) is in between 0 and 1 (Garson, 2007). Hence, the model is acceptable. Cronbach's Alpha of all the five factors (0.786, 0.794, 0.749, 0.722, and .825) is greater than 0.7. According to Gliem and Gliem (2003), Cronbach's Alpha greater than 0.7 indicates that the instrument is reliable. Figure 3.3 indicate it that model is fit.

FIGURE 3.3. TEAM CLIMATE WITH VARIABLES PATH ANALYSIS DIAGRAM



TEAM CLIMATE PATH DIAGRAM
CHISQUARE=1051.369
RMR=.038,RMSEA=.082,GFI=.784,AGFI=.746,PGFI=.666
NFI=.687,CFI=.775

FIGURE 3.4. TEAM CLIMATE WITH OVERALL VARIABLES PATH ANALYSIS DIAGRAM.



Team Climate Intercorelated with variables
Chisquare=5.604
RMR=.015
RMSEA=.040
NFI=.991, GFI=.992, CFI=.997

TABLE 3.12: CONFIRMATORY FACTOR ANALYSIS OF OVERALL TEAM CLIMATE GOODNESS OF FIT STATISTICS

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**4**	
Chi-square *(Chi)*	**5.604**	**P value=0.243**
Chi-square (Chi)/df	**1.401**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.04**	**< 0.08 (Garson, 2007).**
90 Percent Confidence Interval for RMSEA	**0.00-0.11**	**between 0 and 1 (Garson, 2007)**
Root Mean Square Residual (RMR)	**.015**	**close to zero**
Goodness of Fit Index (GFI)	**.992**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.886**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**(0.786, 0.794, 0.749, 0.722, and .825)** **.842**	**greater than 0.7**

The Chi-Square value (5.604) divided by degrees of freedom (4) is 1.401. The best fit should have *Chi/df less* than 3.0. However, the observed calculated value is close to critical value 3.0 with a gap of 1.07, which is acceptable. The critical RMSEA value should be < 0.08 (Garson, 2007). RMR value (0.015) should be close to zero. However, GFI Goodness of Fit Index (GFI) is greater than 0 calculate value is .992. Adjusted Goodness of Fit Index (AGFI) is in between 0.0 and 1.0 calculate 0.88. Thus *Chi/df's* close to 3.0 and AGFI (0.886) is in between 0 and 1 (Garson, 2007). Hence, the model is acceptable. Cronbach's Alpha of all the five factors (0.786, 0.794, 0.749, 0.722, and .825) is greater than 0.7. According to Gliem and Gliem (2003), Cronbach's Alpha greater than 0.7 indicates that the instrument is reliable. **Figure 3.4. indicate overall team climate model is fit.**

SECTION IV: TEAM EFFECTIVENESS AND ITS FACTOR

This section deals with team effectiveness and its factors. The statistical analysis of this factors is carried out through correlation, regression, anova, factor analysis and structural equation modelling.

TABLE 4.1. SHOWING RESPONDENTS DISTRIBUTION OF MEAN AND STANDARD DEVIATION AS PER TEAM AND INDIVIDUAL RESPONDENTS

Descriptive Statistics						
	Team Distribution			Individual Distribution		
Team effectiveness	**Mean**	**Std. Deviation**	**N**	**Mean**	**Std. Deviation**	**N**
Team Spirit	4.1000	.45524	**70**	4.0800	.65369	**250**
Relationships	4.2857	.61721	**70**	4.2200	.64285	**250**
Collaboration	4.0714	.42805	**70**	4.0760	.57231	**250**
Purpose Objectives	4.3000	.57357	**70**	4.1920	.62345	**250**
Communication	4.0714	.54697	**70**	4.0600	.65889	**250**
Team Leadership	4.2286	.56904	**70**	4.1400	.61475	**250**
Role Clarity	4.1571	.52848	**70**	4.1360	.59912	**250**
Problem Solving and Decision making	4.2286	.48668	**70**	4.1800	.56291	**250**
Development Improvement	4.2429	.52297	**70**	4.1640	.62181	**250**
Customer Focus	4.2714	.47917	**70**	4.2320	.59632	**250**
Rewards and Recognition	4.2000	.55430	**70**	4.1440	.59724	**250**

From above table it can be interpreted that as per team descriptive statistics state that The closer the standard deviation is to 0, the more reliable the mean is. More than that though, standard deviation close to 0 tells us that there is very little changeableness in the sample. The above table show std. deviation is nearer to mean. Variables team spirit ,collaboration, problem solving and decision making , customer focus were nearer to the mean as per the team distribution while in individual distribution collaboration and problem solving and decision making were nearer to mean of the variables.

The Team spirit mean is 4.1000 while std. Deviation is .45524 for n=70, Team spirit mean is 4.0800 while std. Deviation is .65369 for n=250,

Relationships mean is 4.2857 while std. Deviation is .61721 for n=70, Relationship mean is 4.2200 while std. Deviation is .64285 for n=250

Collaboration mean is 4.0714 while std. Deviation is .42805 for n=70, Collaboration mean is 4.0760while Std. Deviation is .57231 for n=250,

Purpose Objectives mean is 4.3000 while std. Deviation is .57357 for n=70, purpose and objectives mean is 4.1920 while Std. Deviation is .62345 for n=250,

Communication mean is 4.0714 while std. Deviation is .54697 for n=70, communication mean is 4.06 while Std. Deviation is .65889 for n=250,

Team leadership mean is 4.2286 while std. Deviation is .56904 for n=70, team leadership mean is 4.24 while Std. Deviation is .61475 for n=250,

Role clarity mean is 4.1571 while std. Deviation is .52848 for n=70, role clarity mean is 4.136 while Std. Deviation is .59912 for n=250,

Problem solving mean is 4.2286 while std. Deviation is .48668 for n=70, Problem solving mean is 4.18 while Std. Deviation is .56291 for n=250,

Development and Improvement mean is 4.2429 while Std. Deviation is. .52297 For n=70, while mean is 4.1640 while Std. Deviation is 0.62181 for n=250.

Customer Focus mean is 4.2714 while Std. Deviation is .47917 for n=70. Customer Focus mean is 4.2320 while Std. Deviation is .59632 for n=250.

Reward and Recognition mean is 4.200 while Std. Deviation is .55430 for n=250

Reward and Recognition mean is 4.1440 while Std. Deviation is .59724 for n=250

TABLE 4.2. INTER CORRELATION BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS. N=70 TEAMS

INTER CORRELATION BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS												
		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**
		TS	**RE**	**COL**	**PO**	**COM**	**LD**	**RC**	**PSDM**	**DI**	**CF**	**RR**
1	Pearson Correlation	1	.464**	.409**	.272*	.437**	.358**	.416**	.353**	.505**	.140	.264*
	Sig. (2-tailed)		.000	.000	.023	.000	.002	.000	.003	.000	.249	.027
	N	70	70	70	70	70	70	70	70	70	70	70
2	Pearson Correlation	.464**	1	.415**	.573**	.540**	.637**	.571**	.503**	.500**	.224	.635**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.062	.000
	N	70	70	70	70	70	70	70	70	70	70	70
3	Pearson Correlation	.409**	.415**	1	.443**	.535**	.348**	.270*	.407**	.439**	.328**	.428**
	Sig. (2-tailed)	.000	.000		.000	.000	.003	.024	.000	.000	.006	.000
	N	70	70	70	70	70	70	70	70	70	70	70
4	Pearson Correlation	.272*	.573**	.443**	1	.577**	.631**	.416**	.426**	.382**	.332**	.492**
	Sig. (2-tailed)	.023	.000	.000		.000	.000	.000	.000	.001	.005	.000
	N	70	70	70	70	70	70	70	70	70	70	70
5	Pearson Correlation	.437**	.540**	.535**	.577**	1	.599**	.462**	.482**	.496**	.257*	.574**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.032	.000
	N	70	70	70	70	70	70	70	70	70	70	70
6	Pearson Correlation	.358**	.637**	.348**	.631**	.599**	1	.602**	.541**	.590**	.407**	.634**
	Sig. (2-tailed)	.002	.000	.003	.000	.000		.000	.000	.000	.000	.000
	N	70	70	70	70	70	70	70	70	70	70	70

7	Pearson Correlation	.416**	.571**	.270*	.416**	.462**	.602**	1	.535**	.594**	.287*	.485**
	Sig. (2-tailed)	.000	.000	.024	.000	.000	.000		.000	.000	.016	.000
	N	70	70	70	70	70	70	70	70	70	70	70
8	Pearson Correlation	.353**	.503**	.407**	.426**	.482**	.541**	.535**	1	.462**	.352**	.473**
	Sig. (2-tailed)	.003	.000	.000	.000	.000	.000	.000		.000	.003	.000
	N	70	70	70	70	70	70	70	70	70	70	70
9	Pearson Correlation	.505**	.500**	.439**	.382**	.496**	.590**	.594**	.462**	1	.311**	.480**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.000	.000		.009	.000
	N	70	70	70	70	70	70	70	70	70	70	70
10	Pearson Correlation	.140	.224	.328**	.332**	.257*	.407**	.287*	.352**	.311**	1	.338**
	Sig. (2-tailed)	.249	.062	.006	.005	.032	.000	.016	.003	.009		.004
	N	70	70	70	70	70	70	70	70	70	70	70
11	Pearson Correlation	.264*	.635**	.428**	.492**	.574**	.634**	.485**	.473**	.480**	.338**	1
	Sig. (2-tailed)	.027	.000	.000	.000	.000	.000	.000	.000	.000	.004	
	N	70	70	70	70	70	70	70	70	70	70	70
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

From above correlation matrix it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per team i.e. N=70.

From above table it can be interpreted that the linear positive correlation between all the variables of team effectiveness such as team spirit, , relationship, collaborative, purpose and objective, communication ,team leadership, role clarity, problem solving, development, customer focus , reward, and it is statistically significant as the p-value is less than 0.05.

The results of inter-correlation between factors showed that:

There is linear positive correlation between **team spirit with development** and **improvement**. The correlation coefficient is. 0.505** and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is linear positive correlation between **relationship with purpose and objective, communication, team leadership, role clarity, problem solving, development. And rewards and recognition.** The correlation coefficient is. 0.573**, 0.540**, **0.637**, 0.571**, 0.503**, 0.500**, 0.635**** respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

There is linear positive correlation between **team leadership with relationship, purpose and objective, communication, role clarity, development. And rewards and recognition.** The correlation coefficient is. 0.637**, 0.631**, 0.599**, 0.602**, 0.590**, 0.634** respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. Coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive ($r > 0$), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied.

TABLE 4.3. INTER CORRELATION BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS. N=250 RESPONDENTS.

INTER CORRELATION BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS. N=250 respondents.											
		TS	**RE**	**COLL**	**PO**	**COM**	**LD**	**RC**	**DI**	**CF**	**RR**
Team Spirit	Pearson Correlation	1	.493**	.413**	.425**	.511**	.242**	.341**	.402**	.251**	.372**
	Sig. (2-tailed)		0	0	0	0	0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Relationships	Pearson Correlation	.493**	1	.446**	.546**	.538**	.430**	.454**	.432**	.327**	.492**
	Sig. (2-tailed)	0		0	0	0	0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Collaboration	Pearson Correlation	.413**	.446**	1	.409**	.488**	.312**	.333**	.382**	.325**	.367**
	Sig. (2-tailed)	0	0		0	0	0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Purpose Objectives	Pearson Correlation	.425**	.546**	.409**	1	.539**	.443**	.446**	.436**	.377**	.432**
	Sig. (2-tailed)	0	0	0		0	0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Communication	Pearson Correlation	.511**	.538**	.488**	.539**	1	.475**	.549**	.495**	.343**	.529**
	Sig. (2-tailed)	0	0	0	0		0	0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Team Leadership	Pearson Correlation	.242**	.430**	.312**	.443**	.475**	1	.537**	.381**	.284**	.481**
	Sig. (2-tailed)	0	0	0	0	0		0	0	0	0
	N	250	250	250	250	250	250	250	250	250	250

Role Clarity	Pearson Correlation	.341**	.454**	.333**	.446**	.549**	.537**	1	.468**	.305**	.484**
	Sig. (2-tailed)	0	0	0	0	0	0		0	0	0
	N	250	250	250	250	250	250	250	250	250	250
Development Improvement	Pearson Correlation	.402**	.432**	.382**	.436**	.495**	.381**	.468**	1	.504**	.509**
	Sig. (2-tailed)	0	0	0	0	0	0	0		0	0
	N	250	250	250	250	250	250	250	250	250	250
Customer Focus	Pearson Correlation	.251**	.327**	.325**	.377**	.343**	.284**	.305**	.504**	1	.425**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0		0
	N	250	250	250	250	250	250	250	250	250	250
Rewards Recognition	Pearson Correlation	.372**	.492**	.367**	.432**	.529**	.481**	.484**	.509**	.425**	1
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	
	N	250	250	250	250	250	250	250	250	250	250

** Correlation is significant at the 0.01 level (2-tailed

From above correlation matrix it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per team i.e. N=250.

From above table it can be interpreted that the linear positive correlation between all the variables of team effectiveness such as team spirit, , relationship, , collaborative, purpose and objective, communication ,team leadership, role clarity, problem solving, development, customer focus , reward, and it is statistically significant as the p-value is less than 0.05.

The results of inter-correlation between factors showed that:

There is linear positive correlation between **communication with team spirit, , relationship, , collaborative, purpose and objective, team leadership, role clarity, problem solving, development, reward** the correlation coefficient is. .511**, 0.538**, 488**, .539**, 475**, .549**, .495**, and 0.529** respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. Coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive (r > 0), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied.

Thus from above table it was observed team leadership the perfect linear positive correlation with relationship, purpose and objective, communication, role clarity, development. And rewards and recognition. The correlation coefficient is. 0.637**, 0.631**, 0.599**, 0.602**, 0.590**, 0.634** respectively and is statistically significant as the p-value is less than 0.05.it is as per the team distribution n= 70 teams. There is linear positive correlation between communication with team spirit, , relationship, , collaborative, purpose and objective, team leadership, role clarity, problem solving, development, reward the correlation coefficient is. .511**, 0.538**, 488**, .539**, 475**, .549**, .495**, and 0.529** respectively and is statistically significant as the p-value is less than 0.05.it is as per the individual opinion n=250

TABLE 4.4. REGRESSION ANALYSIS BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS. N=250 RESPONDENTS.

Table 4.4. 1.Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Reward, Team Spirit, Customer Focus, Team Leadership, Collaborative, Purpose And Objective, Role Clarity, Development, Problem Solving, Relationship, Communication	.	Enter
a. Dependent Variable: TEAM EFFECTIVENESS			
b. All requested variables entered.			

This column tell about the method utilized was enter method which mean that each independent variable was entered in usual fashion. Several regression analyses are performed to identify different Team effectiveness factors are the best predictors for overall team climate.

Table 4.4. 2. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842[a]	.708	.695	.29199
a. Predictors: (Constant), Reward, Team spirit, Customer focus, Team leadership, Collaborative, Purpose and objective, Role clarity, Development, Problems solving, Relationship, Communication				
b. Dependent Variable: TEAM EFFECTIVENESS				

For a linear regression, the best method to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable. Table 4.4.2. It illustrates the R2 value from the first linear regression. The value of R2 is 0.708, which means 70.8 % of the variance in Team effectiveness. Can

be explained by variation in reward, team spirit, customer focus, team leadership, collaborative, purpose and objective, role clarity, development, problem solving, relationship, communication. In case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.708, while adjusted R- square is 0.695.

Table 4.4. 3. ANOVA of Linear Regression 2.

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	49.233	11	4.476	52.496	.000[b]
	Residual	20.291	238	.085		
	Total	69.524	249			

a. Dependent Variable: TEAM EFFECTIVENESS

b. Predictors: (Constant), Reward, Team Spirit, Customer Focus, Team Leadership, Collaborative, Purpose And Objective, Role Clarity, Development, Problem-Solving, Relationship, Communication

Moreover, as shown in table 4.4.3, the overall model to predict team climate is statistically significant (f value = 52.496, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

A high value of f means that there are more chance of the null hypothesis being rejected and alternate accepted, which means that x1 and x2 are different. Here it is 52.496, which means that the value is pretty high and that x1 and x2 will be different. On the other hand, the significant tells us the confidence level (1- sig) of accepting the alternate hypothesis. Here the sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that x1 is not equal to x2.

Therefore there is significant difference in variables.

Therefore to check the significance level of independent variables to explain variation in dependent variable refer table 4.4.3 looking at the predictors individually, the first variable(constant) represent the constant, also referred as y intercept, the of the regression line when it crosses the y axis. In the other words it means that this is predicted values of team climate when all the variables are zero.

B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = $\beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \beta 4x4 + \beta 5x5 + \beta 1x6 + \beta 2x7 + \beta 3x8 + \beta 4x9 + \beta 5x10 + \beta 5x11$

Y predicted = $-.373 + .014x_1 + .018x_2 + .055x_3 + .027x_4 + .056x_{5+}$ 041x6 +.027x7 +..21 x8 +.003x9+.049x10+.053x10

Table 4.4.4. Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value team climate that would be predicted by 1 unit increase independent value will in predictors. (only those predictors are considered whose p-value are less than .05) team spirit is 0.014, relationship is 0.018, collaborative is 0.055, purpose and objective is 0.027, communication is 0.056, team leadership is 0.041, role clarity is 0.027, problem solving is 0.021, development is 0.003, customer focus is 0.049, reward is 0.053.

Table 4.4.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.373	.208		-1.791	.075
	Team Spirit	.014	.014	.050	.979	.329
	Relationship	.018	.016	.057	1.074	.284
	Collaborative	.055	.017	.155	3.294	.001
	Purpose And Objective	.027	.016	.089	1.702	.090
	Communication	.056	.017	.199	3.334	.001
	Team Leadership	.041	.016	.125	2.600	.010
	Role Clarity	.027	.018	.083	1.463	.145
	Problem Solving	.021	.019	.058	1.099	.273
	Development	.003	.017	.010	.204	.838
	Customer Focus	.049	.016	.143	3.117	.002
	Reward	.053	.016	.156	3.295	.001

a. Dependent Variable: TEAMEFFECTIVENESS

T and Significance: the column provides t- value and sig. 2 tailed p value used in testing the null hypothesis is rejected and alternate is accepted when p value is less than 0.05.they are statistically significant. While team spirit, relationships, role clarity, problem solving, development is not significant as p value increase than .329, 0.284, 0.145, 0.273, 0.838 respectively which greater than 0.1. In these case rest of the variables have p value less than 0.05 is considered as statistically significant.

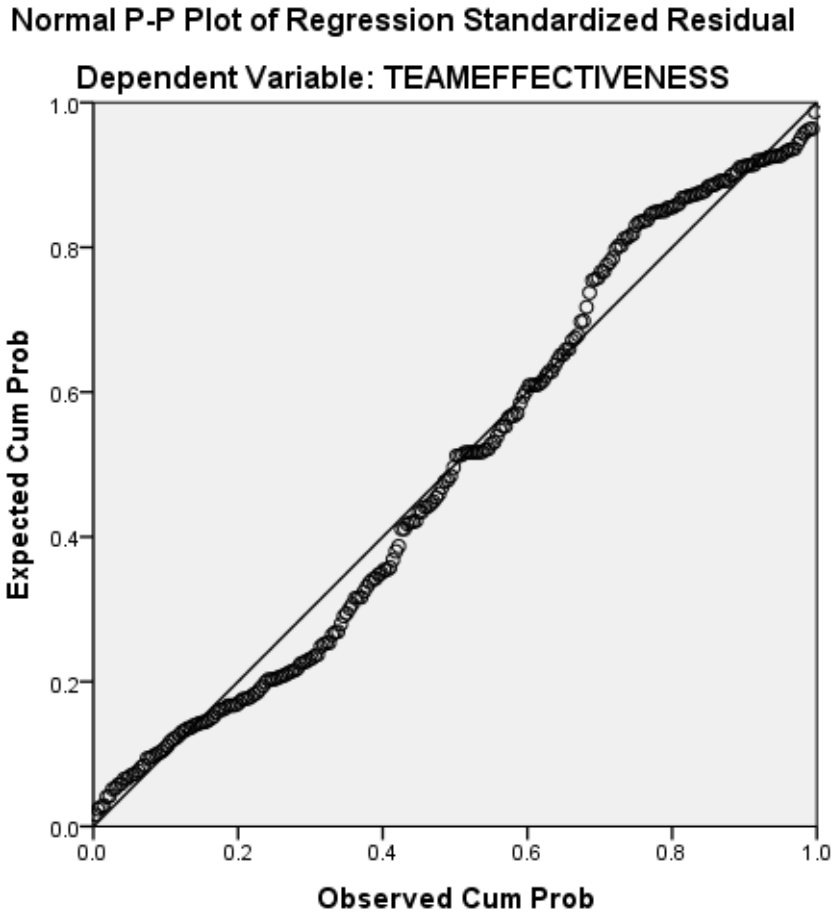


Figure 4.1. Normal probability plot of standardized residuals for Linear Regression 2: team effectiveness.

A normal probability plot (P-P Plot) of the standardized residuals provides an indication of whether or not the assumption of normality of the random errors is appropriate. In the P-P plot, a perfectly normal distribution would show a straight line sloping upward at a 45-degree angle. Thus team variables influence team effectiveness.

TABLE 4.5.A. FACTOR ANALYSIS FOR TEAM EFFECTIVENESS.

TABLE 4.5 OVERALL DESCRIPTIVE STATISTICS FOR TEAM EFFECTIVENESS.

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
TEAM SPIRIT1	3.9720	.77305	250
TEAM SPIRIT2	4.1960	.72088	250
TEAM SPIRIT3	4.1600	.70455	250
RELATIONSHIPS1	4.1640	.79222	250
RELATIONSHIPS2	4.3080	.66249	250
COMMUNICATION1	3.8680	.92412	250
COMMUNICATION2	4.0960	.71613	250
TEAM LEADERSHIP1	4.1000	.68401	250
TEAM LEADERSHIP2	4.1880	.64678	250
TEAM LEADERSHIP3	4.1840	.65717	250
ROLE CLARITY2	4.1520	.71199	250
DEVELOPMENT IMPROVEMENT1	4.1880	.66515	250
DEVELOPMENT IMPROVEMENT2	4.1360	.70391	250
DEVELOPMENT IMPROVEMENT3	4.1960	.68664	250
CUSTOMER FOCUS1	4.1640	.72332	250
CUSTOMER FOCUS2	4.2280	.62737	250
REWARDS1	4.0640	.71971	250
REWARDS2	4.1400	.63404	250
REWARDS3	4.3080	.58524	250

Table 4.6 showing KMO and Bartlett's test for team effectiveness.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	2151.613
	df	171
	Sig.	.000

As the value for the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.904, exceeding the recommended threshold level of 0.5 (Coakes, 2005).

As the sampling adequacy obtained was 0.904, which is more than 0.5, the factor analysis can be successfully applied to the data. Bartlett’s test of sphericity also shows significance 0.000, which is less than 0.05, therefore making the factor analysis test successful.

TABLE 4.7. SHOWING THE COMMUNALITIES OF TEAM EFFECTIVENESS FACTORS.

Communalities		
	Initial	Extraction
TEAM SPIRIT1	1.000	.668
TEAM SPIRIT2	1.000	.700
TEAM SPIRIT3	1.000	.685
RELATIONSHIPS1	1.000	.599
RELATIONSHIPS2	1.000	.634
COMMUNICATION1	1.000	.616
COMMUNICATION2	1.000	.584
TEAM LEADERSHIP1	1.000	.625
TEAM LEADERSHIP2	1.000	.643
TEAM LEADERSHIP3	1.000	.543
ROLE CLARITY2	1.000	.545
DEVELOPMENT IMPROVEMENT1	1.000	.656
DEVELOPMENT IMPROVEMENT2	1.000	.549
DEVELOPMENT IMPROVEMENT3	1.000	.553
CUSTOMER FOCUS1	1.000	.650
CUSTOMER FOCUS2	1.000	.502
REWARDS1	1.000	.602
REWARDS2	1.000	.651
REWARDS3	1.000	.603
Extraction Method: Principal Component Analysis.		

The values in each of the factor columns indicate the correlations between the original variables and the common factors. Based on the factor loadings, the communality values are computed. Communality is the extent to which an item correlates with all other items. Higher communalities are considered better.

If communalities for a particular variable are low (between 0.0-0.5), then the variable will struggle to load significantly on any factor (Neill, 2011).

Among the 4 constructs, for team spirit is 3 items, relationship is 2 items , collaborative is (0 item), purpose and objective (0 item), communication (2 items) , team leadership (3 items), role clarity (1 item), problem solving (0 items) , development (3 items) , customer focus (2 items), reward (3 items) s are considered. Constructs demonstrate communalities of each of the construct's items greater than 0.6, an acceptable level.

Constructs with items having low communalities (below 0.5) include relationship (1 items), collaboration (3 items),, purpose and objectives (3 items) , communication (1 items), role clarity 2 items , problem solving 3 items, customer focus 1(item),each were considered low communality values means the variables are not well-defined by the factors. It is observed the items identified as having low communalities are double-barreled (that is, they contain two or more elements to which a respondent could respond).

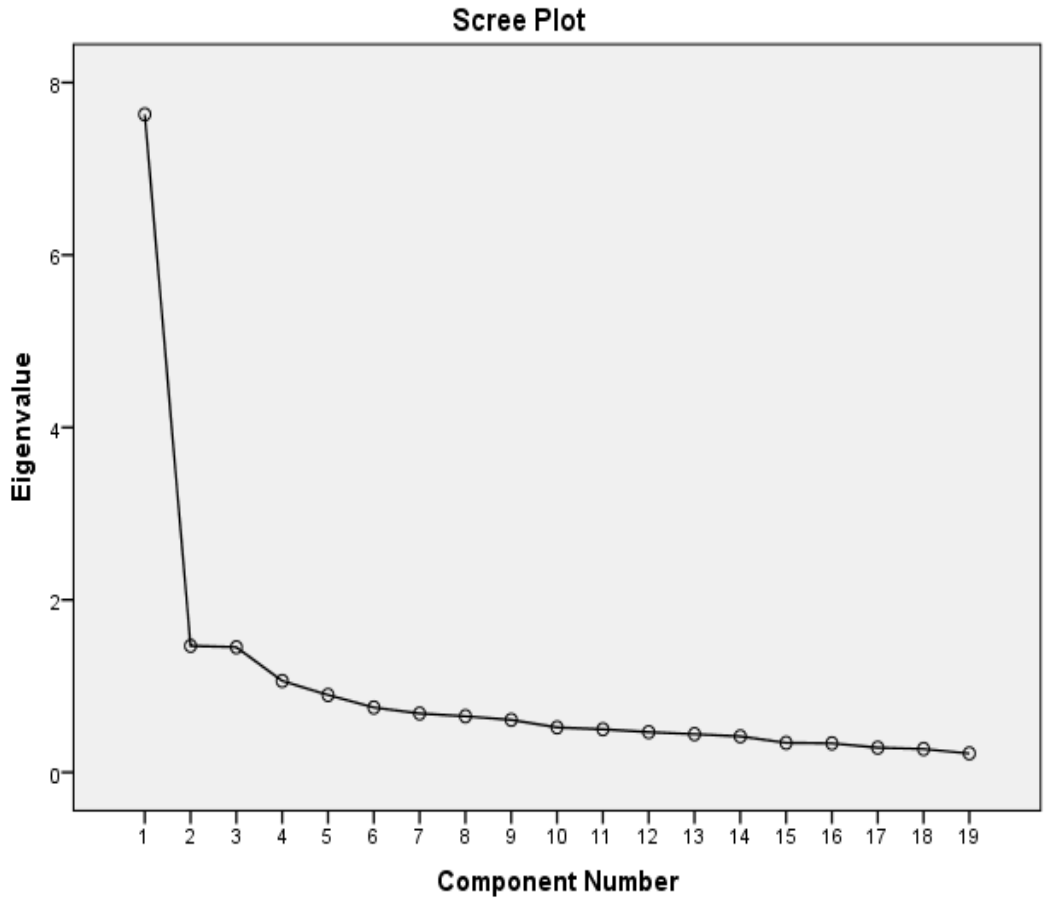


Figure no.4.2. Scree plot of team effectiveness.

The scree plot is used to determine the optimal numbers of component of team effectiveness .it plots the eigenvalues of each component. The components of team effectiveness beyond the point at which curve changes it direction and becomes horizontal, they can be eliminated. Therefore scree plot suggest number of components.

TABLE 4.8. SHOWING THE TEAM EFFECTIVENESS FACTORS. TOTAL VARIANCE EXPLAINED									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.631	40.165	40.165	7.631	**40.165**	40.165	3.351	**17.639**	17.639
2	1.467	7.719	47.884	1.467	**7.719**	47.884	3.133	**16.491**	34.130
3	1.452	7.640	55.524	1.452	**7.640**	55.524	2.827	**14.880**	49.010
4	1.060	5.579	61.103	1.060	**5.579**	61.103	2.298	**12.093**	61.103
5	.897	4.721	65.824						
6	.752	3.957	69.781						
7	.682	3.592	73.373						
8	.651	3.424	76.797						
9	.609	3.205	80.002						
10	.521	2.742	82.745						
11	.499	2.627	85.372						
12	.466	2.455	87.827						
13	.443	2.334	90.161						
14	.417	2.193	92.354						
15	.341	1.797	94.150						
16	.336	1.769	95.919						
17	.286	1.504	97.423						
18	.270	1.423	98.846						
19	.219	1.154	100.00						
Extraction Method: Principal Component Analysis.									

The total variance explained table shows that there are 4 components with initial eigenvalues more than 1.0. The first component explains 40.165 % of the total variance, but because this is less than 50%, probably it rotate more than one component, as shown in above total variance explained table. This has generated five Eigen values 7.631 1.467, 1.452, 1.060. All the Eigen values are greater than 1.0.

TABLE 4.9. SHOWING ROTATED COMPONENT MATRIX OF THE TEAM EFFECTIVENESS FACTORS

TABLE 4.4.9. ROTATED COMPONENT MATRIX				
	Component			
	1	2	3	4
TEAM SPIRIT1	.788	.093	.195	-.012
TEAM SPIRIT2	.747	.186	.244	.219
TEAM SPIRIT3	.744	.053	.049	.355
RELATIONSHIPS1	.582	.381	.285	.185
RELATIONSHIPS2	.673	.380	.181	.062
COMMUNICATION1	.414	.509	.307	.302
COMMUNICATION2	.442	.522	.121	.319
TEAM LEADERSHIP1	.166	.738	.183	.141
TEAM LEADERSHIP2	.048	.791	.119	.000
TEAM LEADERSHIP3	.184	.682	.095	.187
ROLE CLARITY2	.248	.566	.155	.373
DEVELOPMENT IMPROVEMENT1	.359	.184	.699	-.069
DEVELOPMENT IMPROVEMENT2	.260	.086	.609	.321
DEVELOPMENT IMPROVEMENT3	.189	.125	.552	.445
CUSTOMER FOCUS1	.105	.118	.787	.079
CUSTOMER FOCUS2	.080	.188	.639	.228
REWARDS1	.073	.341	.417	.554
REWARDS2	.082	.281	.225	.717
REWARDS3	.271	.089	.089	.717
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 7 iterations.				

The rotated component matrix, which contains all the loadings (even those < .3) for each component, is similar to the rotated factor matrix in output. All the variables that have large factor loadings for a given component define the component.

1. Component 1. Team spirit and relationship

2. Component 2. Communication, team leadership and role clarity.

3. Component 3. Development and improvement, customer focus

4. Component 4. Reward and recognition

TABLE 4.10. SHOWING THE TEAM EFFECTIVENESS FACTORS FACTOR LOADING

	Team effectiveness	Rotated Matrix	Communalities
Components		Factor loading	
Component 1. Team spirit and relationship	Team spirit1	**.788**	.668
	Team spirit2	**.747**	.700
	Team spirit3	**.744**	.685
	Relationships1	.582	.599
	Relationships2	.673	.634
Component 2. Communication, Team Leadership and role clarity	Communication1	.509	.616
	Communication2	.522	.584
	Team leadership1	**.738**	.625
	Team leadership2	**.791**	.643
	Team leadership3	.682	.543
	Role clarity2	.566	.545
Component 3. Development and Improvement, Customer focus	Development improvement1	.699	.656
	Development improvement2	.609	.549
	Development improvement3	.552	.553
	Customer focus1	**.787**	.650
	Customer focus2	.639	.502
Component 4. Reward and Recognition	Rewards1	.554	.602
	Rewards2	**.717**	.651
	Rewards3	**.717**	.603

Thus factor loading showed that team spirit, team leadership, customer focus and reward and recognition are highly correlated factors as team effectiveness factor. Thus team spirit, team leadership, customer focus and reward and recognition are strongly associated factors as team effectiveness.

TABLE 4.11. SHOWING THE TEAM EFFECTIVENESS FACTORS: FACTOR LOADING AS PER STATEMENT

Team Effectiveness Factors factor loading as per statement	**Team effectiveness**	**Rotated Matrix**	**Communalities**
Team effectiveness		**Factor loading**	
Problem solving and intelligent risk taking	**Team Leadership2**	**.791**	.643
Positive team atmosphere.	**Team Spirit1**	**.788**	.668
Build effective working relationships with our customers.	**Customer Focus1**	**.787**	.650
willingness to accept a new challenge	**Team Spirit2**	**.747**	.700
build a collaborative working climate	**Team Spirit3**	**.744**	.685
focuses on team's technical and interpersonal skills	**Team Leadership1**	**.738**	.625
Recognition leads to better climate of working within team	**Rewards2**	**.717**	.651
Rewards motivate team be more effective.	**Rewards3**	**.717**	.603
We willingly spend time to help each other learn and develop	**Development Improvement1**	**.699**	.656
Team leaders take initiatives to make sure the team develops and empowers them	Team Leadership3	.682	.543
Trust and respect each other.	Relationships2	.673	.634
We as team understand the needs and expectations of our customers.	Customer Focus2	.639	.502
create an environment where people can flourish and grow	Development Improvement2	.609	.549
Support and appreciate each other.	Relationships1	.582	.599
We understand each other's roles and have the right mix of skills	Role Clarity2	.566	.545
Recognition leads to effective team performance	Rewards1	.554	.602
We create a culture of continuous improvement	Development Improvement3	.552	.553
Provide each other with constructive feedback (positive and critical).	Communication2	.522	.584
Clear communication processes that provide Complete information.	Communication1	.509	.616

4.12. CONFIRMATORY FACTOR ANALYSIS SHOWING TEAM EFFECTIVENESS MODEL OF GOODNESS OF FIT

The proposed model in this study is an over-identified model with positive degrees of freedom (440) as shown in figure 4.12 drawn from the AMOS output. In this model there are 561 distinct sample moments (i.e., pieces of information) from which to compute the estimates of the default model, and 121 distinct factors to be estimated, leaving 440 degrees of freedom, which is positive (greater than zero). Hence the model is an over identified one of team effectiveness.

Computation of degrees of freedom (Default model)

Number of distinct sample moments:	561
Number of distinct factors to be estimated:	121
Degrees of freedom (561 - 121):	440

The path diagram in Figure 4.3 shows not only the complete set up constructs and indicators in the measurement model of team effectiveness factors, but also imposes the structural relationships among team effectiveness constructs and depicts the integrated SEM path diagram incorporating both measurement and structural model with 44 exogenous constructs casually related to the one endogenous construct his becomes the test of the overall theory including both the measurement relationships of indicators to constructs, as well the hypothesized structural relationships among constructs.

Number of variables in the model:	77
Number of observed variables:	33
Number of unobserved variables:	44
Number of exogenous variables:	44
Number of endogenous variables:	33

	Weights	Covariance	Variances	Means	Intercepts	Total
Fixed	44	0	0	0	0	44
Labeled	22	55	44	0	0	121
Unlabeled	0	0	0	0	0	0
Total	66	55	44	0	0	165

Counting up the unknown factors in the model, it can be seen that there are 121 factors to be estimated (22 regression weights, 55 co variances and 44 variances) The degrees of freedom is positive (440), thus it is an over-identified model.

Figure 4.3. PATH ANALYSIS SHOWING TEAM EFFECTIVENESS MODEL OF GOODNESS OF FIT.

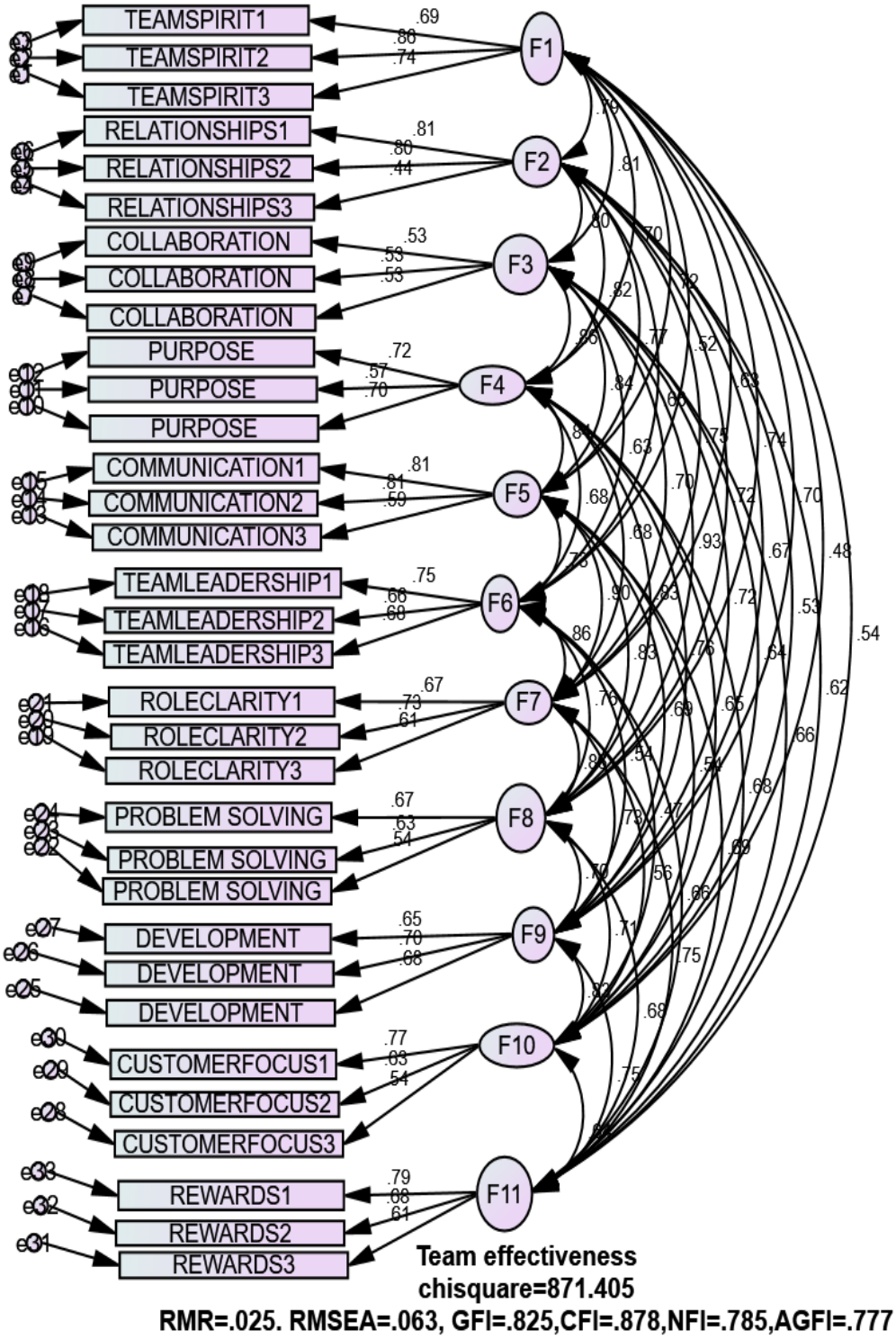


TABLE 4.13. SHOWING THE TEAM EFFECTIVENESS FACTORS GOODNESS OF FIT INDICES.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**440**	**Df >0**
Chi-square *(Chi)*	**871.405**	**P value=0.00 sig.**
Chi-square (Chi)/df	**1.980 .chi/df**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.063**	**< 0.08 (Garson, 2007).**
90 Percent Confidence Interval for RMSEA	**0.057-0.069**	between 0 and 1 (Garson, 2007)
Root Mean Square Residual (RMR)	**.025**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.825**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.777**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**.802,.696,.536,.706,.770,.741, .707, .642, .715,.676,.733 (.893)**	**greater than 0.7**

From above model, the discrepancy divided by degrees of freedom is chi square is 871.05. The model has 440 degrees of freedom. RMR = .025 for the model. With approximately 90 percent confidence, the population RMSEA for the model is between .057 and .069. PCLOSE=.000 for the model. Under the hypothesis of "close fit" (i.e., that RMSEA is no greater than .05 in the population), the probability of getting a sample RMSEA as large as .063 is .000. Hence it is concluded that the proposed research model fits the data reasonably

In summary of the research, a theoretical model was proposed for establishing a research model that gives a good understanding of factors that influence team effectiveness in manufacturing industries of selected districts of Central Gujarat.

SECTION V: ORGANIZATIONAL DEVELOPMENT AND ITS FACTORS

This section deals with organisational development and its factor and its further statistical analysis such as mean, std.deviation, correlation, regression and anova.

TABLE 5.1. SHOWS RESPONDENTS DESCRIPTIVE STATISTICS MEAN AND STANDARD DEVIATION

Descriptive Statistics						
	Team Distribution			Individual Distribution		
	Mean	Std. Deviation	N	Mean	Std. Deviation	N
Team Strategies	4.2143	.61131	70	4.1600	.71022	250
Team Membership Roles	4.3000	.49196	70	4.2360	.60479	250
Team Procedures and processes	4.3000	.54772	70	4.2480	.60328	250
Team Interaction	4.3286	.65323	70	4.2560	.68728	250
Team Outcome	4.3857	.49028	70	4.3120	.55125	250

From above table it can be interpreted that as per team descriptive statistics state that The closer the standard deviation is to 0, the more reliable the mean is. More than that though, standard deviation close to 0 tells us that there is very little changeableness in the sample. The above table show std. deviation is nearer to mean. Variables team strategies, team membership roles, team procedures and processes, team outcome were nearer to the mean as per the team distribution while in individual distribution team membership roles, team procedures and processes, team outcome were nearer to mean of the variables. Standard deviation close to 0 tells us that there is very little changeableness in the sample.

TABLE 5.2. INTER CORRELATION BETWEEN THE VARIABLES OF ORGANISATIONAL DEVELOPMENT. N=70 TEAMS

Showing respondents inter correlation between the variables of organisational development. N=70 teams							
Organisational Development		**Team Strategies**	**Team Membership**	**Team Procedures**	**Team Interaction**	**Team Outcome**	**OD**
Team Strategies	Pearson Correlation	1	.648**	.515**	.342**	.260*	.730**
	Sig. (2-tailed)		0	0	0.004	0.03	0
	N	70	70	70	70	70	70
Team Membership	Pearson Correlation	.648**	1	.534**	.620**	.408**	.838**
	Sig. (2-tailed)	0		0	0	0	0
	N	70	70	70	70	70	70
Team Procedures	Pearson Correlation	.515**	.534**	1	.588**	.440**	.796**
	Sig. (2-tailed)	0	0		0	0	0
	N	70	70	70	70	70	70
Team Interaction	Pearson Correlation	.342**	.620**	.588**	1	.603**	.812**
	Sig. (2-tailed)	0.004	0	0		0	0
	N	70	70	70	70	70	70
Team Outcome	Pearson Correlation	.260*	.408**	.440**	.603**	1	.684**
	Sig. (2-tailed)	0.03	0	0	0		0
	N	70	70	70	70	70	70
Organisational Development (OD)	Pearson Correlation	.730**	**.838****	.796**	**.812****	.684**	1
	Sig. (2-tailed)	0	0	0	0	0	
	N	70	70	70	70	70	70
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

From above correlation matrix it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per team i.e. N=70.

From above table it can be interpreted that the linear positive correlation organisational development and between all the variables i.e. Team Strategies, Team Membership Roles, Team Procedures and Processes, Team Interactions, Team Outcome. The correlation coefficient is 0.730**, 0.838**, 0.796**, 0.812**, 0.684** respectively and it is statistically significant as the p-value is less than 0.05.

The results of inter-correlation between factors showed that:

There is linear positive correlation between **team interaction with team membership and roles, team procedures and processes, team outcome and organisational development.** The correlation coefficient is**. .342**, 0.620**, 0.588**, 0.603** and 0.812****respectively and is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. Coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive (r > 0), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied.

Thus from above it can be concluded that team interaction perfect positively correlated with team membership roles, team procedures and processes and team outcome and it is statistically significant as the p-value is less than 0.05.

Thus from above it can be concluded that team interactions perfect positively correlated with organisational development.

TABLE 5.3. INTER CORRELATION BETWEEN THE VARIABLES OF ORGANISATIONAL DEVELOPMENT. N=250 RESPONDENTS

CORRELATIONS BETWEEN THE VARIABLES OF ORGANISATIONAL DEVELOPMENT							
Organisational Development		**TSG**	**TMR**	**TPP**	**TI**	**TOC**	OD
Team Strategies (TSG)	Pearson Correlation	1	.682**	.626**	.497**	.398**	**.663****
	Sig. (2-tailed)		.000	.000	.000	.000	0
	N	250	250	250	250	250	250
Team Membership roles (TMR)	Pearson Correlation	.682**	1	.608**	.617**	.472**	**.688****
	Sig. (2-tailed)	.000		.000	.000	.000	0
	N	250	250	250	250	250	250
Team Processes and Procedures (TPP)	Pearson Correlation	.626**	.608**	1	.666**	.501**	**.687****
	Sig. (2-tailed)	.000	.000		.000	.000	0
	N	250	250	250	250	250	250
Team Interaction (TI)	Pearson Correlation	.497**	.617**	.666**	1	.413**	**.712****
	Sig. (2-tailed)	.000	.000	.000		.000	0
	N	250	250	250	250	250	250
Team Outcome (TOC)	Pearson Correlation	.398**	.472**	.501**	.413**	1	.506**
	Sig. (2-tailed)	.000	.000	.000	.000		0
	N	250	250	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).							

From above correlation matrix it can be observed that the top row showed correlation coefficient, the number below it represents the two tailed p value for correlation and bottom rows below it shows sample size as per team i.e. N=250.

From above table it can be interpreted that the linear positive correlation was observed among **organisational development and between all the variables i.e. Team Strategies, Team Membership Roles, Team Procedures and Processes, Team Interactions, Team Outcome. The correlation coefficient is 0.663**, 0.688**, 0.687**, 0.712**, 0.506** respectively and it is statistically significant as the p-value is less than 0.05.**

The results of inter-correlation between factors showed that:

There is linear positive correlation between **team procedures and processes with team strategies, team membership roles, team interactions, and team outcome.** The correlation coefficient is. 0 .626**, 0.608**, 0.666**, 0.501** respectively and is statistically significant as the p-value is less than 0.05. **. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. Coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive (r > 0), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied.

Thus from above it can be concluded that team interaction perfect positively correlated with team membership roles, team procedures and processes and team outcome and it is statistically significant as the p-value is less than 0.05.

Thus from above it can be concluded that team interactions perfect positively correlated with organisational development.

TABLE 5. 4. REGRESSION ANALYSIS BETWEEN THE VARIABLES OF ORGANISATIONAL DEVELOPMENT. N=250 RESPONDENTS

Linear Regression Analysis 3 (Using All Independent Variables – Enter Method) because all independent variables are highly correlated with Organisational Development, they are included in the next regression analysis performed using the Enter Method.

Table 5 .4. 1. Variables Entered/Removed for Linear Regression			
Model	Variables Entered	Variables Removed	Method
1	**Team Outcome, Team Strategies, Team Interaction, Team Membership Roles, Team Processes And Procedures** [B]	.	Enter
a. Dependent Variable: (OD) Organisational Development			
b. All requested variables entered.			

R, the multiple correlation coefficient, is a measure of the strength of the linear relationship between the response variable and the set of explanatory variables. It is the highest possible simple correlation between the response variable and any linear combination of the explanatory variables

Table 5 .4. 2. Model Summary Organisational Development				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824[a]	.679	.672	.29452
a. Predictors: (Constant), Team Outcome, Team Strategies, Team Interaction, Team Membership Roles, Team Processes and Procedures				
b. Dependent Variable: (OD) Organisational Development				

For a linear regression, the best method to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable. R squared is the proportion of variation in the response variable explained by

the regression model. The values of R squared range from 0 to 1; small values indicate that the model does not fit the data well. From the above we can see that the model fits the data reasonably well; The value of R2 is 0.679, which means 67.9 % of the variance in OD) organisational development can be explained by the fitted line together with team outcome, team strategies, team interaction, team membership roles, team processes and procedures. R squared is also known as the coefficient of determination In case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.679, while adjusted R- square is 0.672. The R squared value can be over optimistic in its estimate of how well a model fits the population; the adjusted R square value is attempts to correct for this. Here, it has slightly reduced the estimated proportion.

TABLE 5 .4. 3. ANOVA OF LINEAR REGRESSION 3.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.739	5	8.948	103.156	.000[b]
	Residual	21.165	244	.087		
	Total	65.904	249			

a. Dependent Variable: (OD) Organisational Development

b. Predictors: (Constant), Team Outcome, Team Strategies, Team Interaction, Membership roles, Team Processes

Moreover, as shown in Table 5.4.3, the overall model to predict Organisational development is statistically significant (F value = 103.156, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

A high value of F means that there are more chance of the null hypothesis being rejected and alternate accepted, which means that X1 and X2 are different. Here it is 103.156, which means that the value is pretty high and that X1 and X2 will be different. On the other hand, the significant tells us the confidence level (1- Sig) of accepting the alternate hypothesis. Here the Sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that X1 is not equal to X2.

Table 5.4.4. Coefficients OF LINEAR REGRESSION 3.						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	.020	.203		.100	.921
	Strategies	.053	.012	.237	4.449	.000
	Membership roles	.042	.014	.170	3.003	.003
	Processes	.042	.016	.151	2.673	.008
	Interaction	.079	.012	.341	6.545	.000
	Outcome	.033	.013	.114	2.641	.009
a. Dependent Variable: OD						

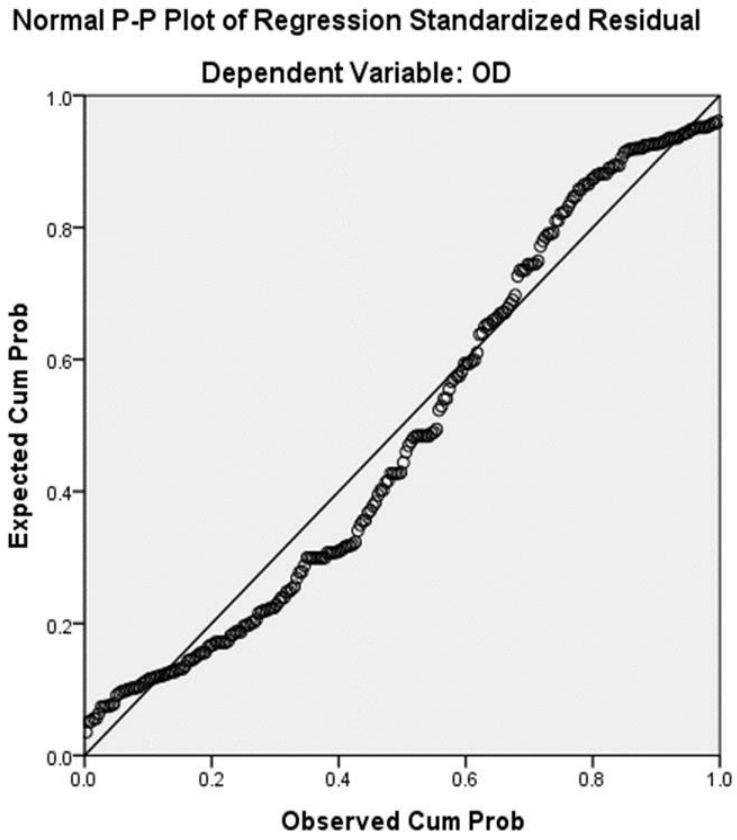
Therefore to check the significance level of independent variables to explain variation in dependent variable refer table 5.4.4 Observing at the predictors individually, the first variable(constant) represent the constant, also referred as Y intercept, the of the regression line when it crosses the Y axis. In the other words it means that this is predicted values of Organisational development when all the variables are zero.

B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = $\beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \beta 4x4 + \beta 5x5$

Y predicted = $.020 + .053X_1 + .042X_2 + .042X_3 + .079X_4 + .033X_5$

Table 5.4.4. Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value organisational development that would be predicted by 1 unit increase independent value will in predictors. (only those predictors are considered whose p-value are less than .05) team outcome is 0.009, team strategies is 0.000, team interaction is 0.008, team membership roles is 0.003, team processes and procedures is 0.000 which is less than p-value.



PLOT 5.1. Showing respondents regression analysis between the variables of organisational development.

The above plot is a check on normality; the plotted points should follow the straight line. Serious departures would suggest that normality assumption is not met. Here we have no major cause for concern. In summary, it was determined from the analysis that team interaction and team strategies have high positive correlation with other variable. The regression model showed a positive correlation ($r = 0.479$, $p < .05$)

TABLE 5.5. SHOWS RESPONDENTS DESCRIPTIVE STATISTICS MEAN AND STANDARD DEVIATION FOR FACTOR ANALYSIS VARIABLES OF ORGANISATIONAL DEVELOPMENT.

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
TEAM STRATEGIES1	3.7920	.88082	250
TEAM STRATEGIES2	4.1320	.79315	250
TEAM STRATEGIES3	4.1720	.63247	250
TEAM STRATEGIES4	4.1480	.72678	250
TEAM MEMBERSHIP ROLES1	3.9760	.69379	250
TEAM MEMBERSHIP ROLES2	4.0960	.71613	250
TEAM MEMBERSHIP ROLES3	4.1720	.63247	250
TEAM MEMBERSHIP ROLES4	4.2360	.65576	250
TEAM PROCESSES1	3.9640	.65454	250
TEAM PROCESSES2	4.1680	.62397	250
TEAM PROCESSES3	4.1960	.64440	250
TEAM PROCESSES4	4.2000	.73904	250
TEAM INTERACTIONS1	4.0040	.67958	250
TEAM INTERACTIONS2	4.0440	.75654	250
TEAM INTERACTIONS3	4.1680	.73617	250
TEAM INTERACTIONS4	4.2000	.69421	250
TEAM OUTCOMES1	3.9840	.70550	250
TEAM OUTCOMES2	4.1200	.56824	250
TEAM OUTCOMES3	4.2440	.62130	250
TEAM OUTCOMES4	4.3600	.60652	250

Table 5.6.KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	1449.647
	df	91
	Sig.	.000

As the value for the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.886, exceeding the recommended threshold level of 0.5 (Coakes, 2005). As the sampling adequacy obtained was 0.886, which is more than 0.5, the factor analysis can be successfully applied to the data. Bartlett's test of sphericity also shows significance 0.000, which is less than 0.05, therefore making the factor analysis test successful.

TABLE 5.7 COMMUNALITIES OF ORGANISATIONAL DEVELOPMENT FACTORS

TABLE 5.7.COMMUNALITIES OF ORGANISATIONAL DEVELOPMENT FACTORS		
	Initial	Extraction
TEAM STRATEGIES1	1.000	.687
TEAM STRATEGIES2	1.000	.757
TEAM STRATEGIES4	1.000	.614
TEAM MEMBERSHIPROLES1	1.000	.591
TEAM MEMBERSHIPROLES2	1.000	.695
TEAM MEMBERSHIPROLES4	1.000	.640
TEAM PROCESSES1	1.000	.815
TEAM PROCESSES3	1.000	.614
TEAM PROCESSES4	1.000	.651
TEAM INTERACTIONS2	1.000	.582
TEAM INTERACTIONS3	1.000	.637
TEAM INTERACTIONS4	1.000	.780
TEAM OUTCOMES2	1.000	.625
TEAM OUTCOMES4	1.000	.678
Extraction Method: Principal Component Analysis.		

The values in each of the factor columns indicate the correlations between the original variables and the common factors. Based on the factor loadings, the communality values are computed. Communality is the extent to which an item correlates with all other items. Higher communalities are considered better. If communalities for a particular variable are low (between 0.0-0.5), then the variable will struggle to load significantly on any factor (Neill, 2011). Among the five constructs i.e. team strategies, team membership roles, team procedures and processes, team interactions, and team outcome. 3 variables are considered except team outcome which has 2 variables. Constructs demonstrate communalities of each of the construct's items greater than 0.6, an acceptable level. Constructs with items having low communalities (below 0.5) include team strategies, team membership roles, team procedures and processes, team interactions, 1 variable item is discarded except team outcome with 2 items. Low communality values means the variables are not well-defined by the factors.

The SPSS output gave four (4) factors best representing the data were extracted accounting for 41.633 % of the total variance. 17 of the Organisational development transfer assessment items loaded properly on the four factors obtained.

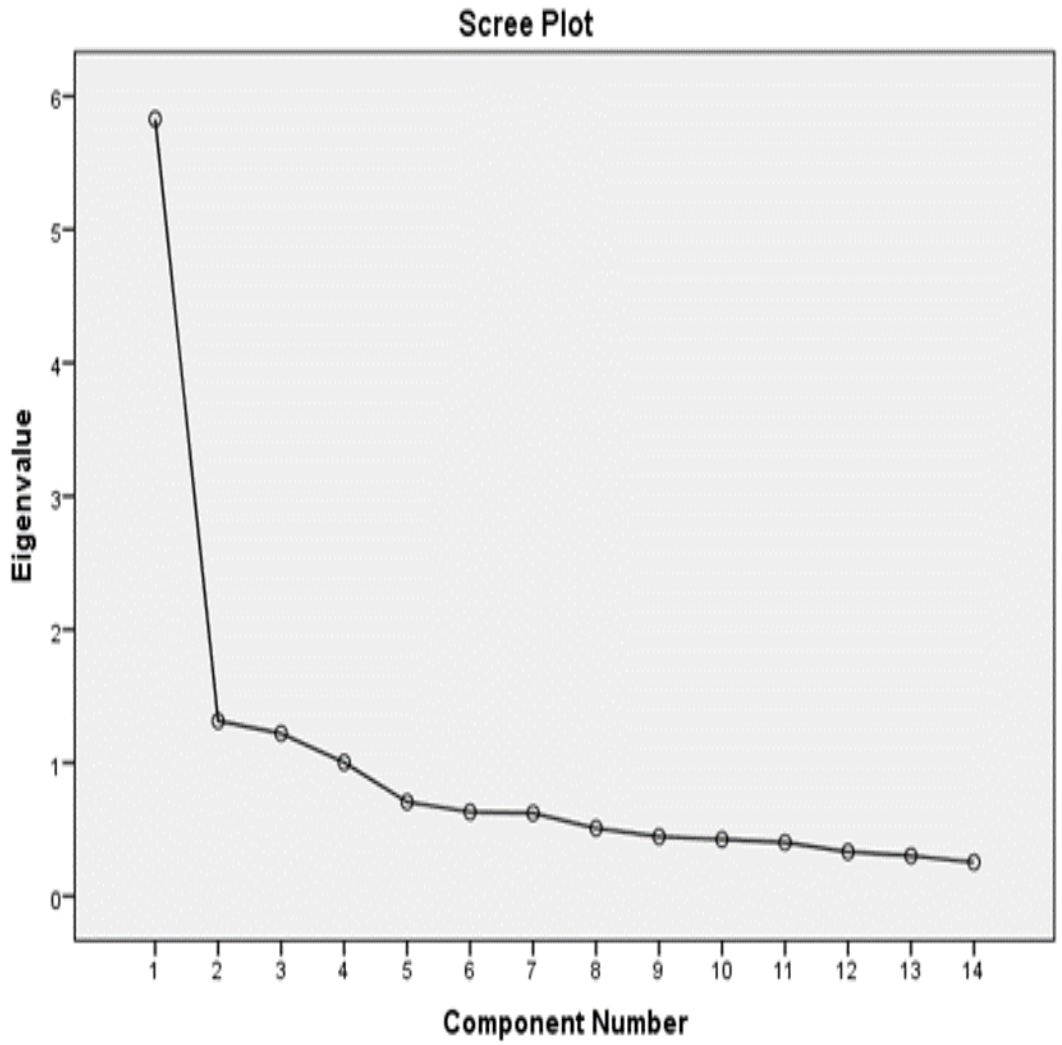


Figure no.5.2. Scree plot Organisational Development Factors

The scree plot is used to determine the optimal numbers of component of Organisational Development .it plots the eigenvalues of each component. The components beyond the point at which curve changes it direction and becomes horizontal, they can be eliminated. Therefore scree plot suggest number of components.

This has generated four Eigen values 5.829, 1.314, 1.221, 1.003. All the Eigen values are greater than 1.

TABLE 5.8. ORGANISATIONAL DEVELOPMENT FACTORS

TABLE 5.8. TOTAL VARIANCE EXPLAINED OF ORGANISATIONAL DEVELOPMENT FACTORS									
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	5.829	41.633	41.633	5.829	41.633	41.633	3.280	23.429	23.429
2	1.314	9.384	51.017	1.314	9.384	51.017	3.009	21.490	44.919
3	1.221	8.720	59.736	1.221	8.720	59.736	1.757	12.549	57.468
4	1.003	7.166	66.902	1.003	7.166	66.902	1.321	9.433	66.902
5	.707	5.048	71.950						
6	.631	4.511	76.460						
7	.622	4.443	80.904						
8	.509	3.636	84.540						
9	.447	3.190	87.730						
10	.426	3.039	90.769						
11	.403	2.875	93.645						
12	.333	2.375	96.020						
13	.303	2.163	98.183						
14	.254	1.817	100.000						
Extraction Method: Principal Component Analysis.									

The total variance explained table shows that there are 4 components with initial Eigenvalues more than 1.0. The first component explains 35.32% of the total variance, but because this is less than 50%, probably it rotate more than one component, as shown on the right hand side of this total variance explained table. This has generated four Eigen values 5.829, 1.314, 1.221, 1.003 All the Eigen values are greater than 1.0.

TABLE 5.9. ROTATED COMPONENT MATRIX OF ORGANISATIONAL DEVELOPMENT FACTORS

ROTATED COMPONENT MATRIX				
Organisational Development Factors	Component			
	1	2	3	4
TEAM STRATEGIES1	.731	.315	-.114	.203
TEAM STRATEGIES2	.818	.169	.008	.244
TEAM STRATEGIES4	.681	.077	.347	.156
TEAM MEMBERSHIP ROLES1	.568	.402	.244	.218
TEAM MEMBERSHIP ROLES2	.694	.371	.257	-.100
TEAM MEMBERSHIP ROLES4	.605	.187	.414	-.261
TEAM PROCESSES1	.125	.090	.309	.834
TEAM PROCESSES3	.446	.395	-.019	.508
TEAM PROCESSES4	.270	.755	.060	.064
TEAM INTERACTIONS2	.274	.699	.125	.057
TEAM INTERACTIONS3	.198	.713	.154	.256
TEAM INTERACTIONS4	.110	.859	.171	-.008
TEAM OUTCOMES2	.114	.261	.731	.100
TEAM OUTCOMES4	.129	.062	.790	.182
EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS. ROTATION METHOD: VARIMAX WITH KAISER NORMALIZATION.				
a. Rotation converged in 6 iterations.				

The rotated component matrix, which contains all the loadings (even those < .3) for each component, is similar to the rotated factor matrix in output. The component plot in rotated space gives one visual representation of the loadings plotted in a 2-dimensional space. The plot shows how closely related the items are to each other and to the between variable and the rotated component .these coefficients help in identifying the component. **All the variables that have large factor loadings for a given component define the component team strategies and team membership roles, team procedures and processes, team interactions, team outcome** initially exploratory factor analysis was done with five factors such as vision, task orientation, support for innovation, participative safety and social desirability of team climate to

observe the factor loadings. The Exploratory Factor Analysis (EFA) retained 17 variables and removed 13 variables they were having a low factor loading of <0.5 (factor loadings of 0.50 or greater are considered practically significant, Hair et al., 1998). Thus a factor loading value of 0.50 was used for the cut-off point; any item with factor loading value less than 0.50 and any item loading on more than one factor, that is, with a loading score equal to or greater than 0.50 on each factor, was eliminated from the analysis (Hair et al., 1998).

The rotated component matrix, which contains all the loadings (even those < .3) for each component, is similar to the rotated factor matrix in output. All the variables that have large factor loadings for a given component define the component

Component's
1. Component 1. Team Strategies and Roles
2. Component 2. Team interactions
3. Component 3. Team Outcomes
4. Component 4. Team Processes and Procedures

TABLE 5.10. FACTOR LOADING OF ORGANISATIONAL DEVELOPMENT FACTORS			
Factors\ factors of Organisational Development	**Statements**	**Factor loading**	**Extraction**
Team Interactions4	The team is cohesive and speaks in one voice to external stakeholders.	**.859**	**.780**
Team Processes1	Team members share ownership of setting the team's work agenda	**.834**	**.815**
Team Strategies2	goals are clear to my team	**.818**	**.757**
Team Outcomes4	Team members are satisfied with the team's performance.	**.790**	**.678**
Team Processes4	Team is clear about decision making processes and follows them.	**.755**	**.651**
Team Strategies1	organization's (or department's, etc.) strategy is clear to my team	**.731**	**.687**
Team Outcomes2	The team provides institutional leadership to the organization.	**.731**	**.625**
Team Interactions3	Team members support one another	**.713**	**.637**
Team Interactions2	We directly engage in well-intentioned and rigorous problem-solving to resolve our conflicts constructively.	**.699**	**.582**
Team Membershiproles2	Team collectively possesses all the abilities and perspectives necessary to get its work done at a high performance level for organizational development.	**.694**	**.695**
Team Strategies4	team is aligned on what is expected of them to achieve their goals	**.681**	**.614**
Team Membershiproles4	Team members' roles are clear to all.	**.605**	**.640**
Team Membershiproles1	The mix of skills and experience on my team positively affects its ability to work effectively on different types of problems and tasks	**.568**	**.591**
Team Processes3	Team coordinates its work efficiently and productively.	**.508**	**.614**
	Extraction Method: PRINCIPAL COMPONENT ANALYSIS.		

The factor loading of team strategies, team procedures and processes, team interactions, team outcome showed highest factor loading. Thus they are strongly associated with each other and over all organisational development.

SECTION VI: HYPOTHESIS TESTING

This section deals with hypothesis testing through cross tabulation, correlation, regression, anova and path analysis of team climate and its factors impacting on team effectiveness and organisation development.

6.1. DIMENSIONS OF TEAM CLIMATE, TEAM EFFECTIVENESS, WITH ORGANIZATIONAL DEVELOPMENT. DESCRIPTIVE STATISTICS FOR OVERALL FACTORS

FACTORS	N	MEAN	STD. DEVIATION	MINIMUM	MAXIMUM
Team Climate	250	3.960	.37812	2.00	5.00
Team Effectiveness	250	4.148	.52841	3.00	5.00
Organisational Development	250	4.128	.51447	3.00	5.00

6.1. Descriptive statistics for overall factors

- It is depicted that mean of team climate is 3.96 and standard deviation of 0.378
- It is depicts that mean of team effectiveness is 4.14 and standard deviation of 0.52.
- It reveals that organizational development factors mean is 4.12 and standard deviation with 0.514
- As the standard deviation is nearer to zero it can be utilized for further statistical analysis.

6.2. RELATIONSHIPS AMONG THE CONSTRUCTS/DIMENSIONS OF TEAM CLIMATE AND TEAM EFFECTIVENESS.

TABLE 6.2. CROSS TABULATION DISTRIBUTION SHOWING TEAM CLIMATE IMPACTING ON TEAM EFFECTIVENESS AT DIFFERENT LEVEL.

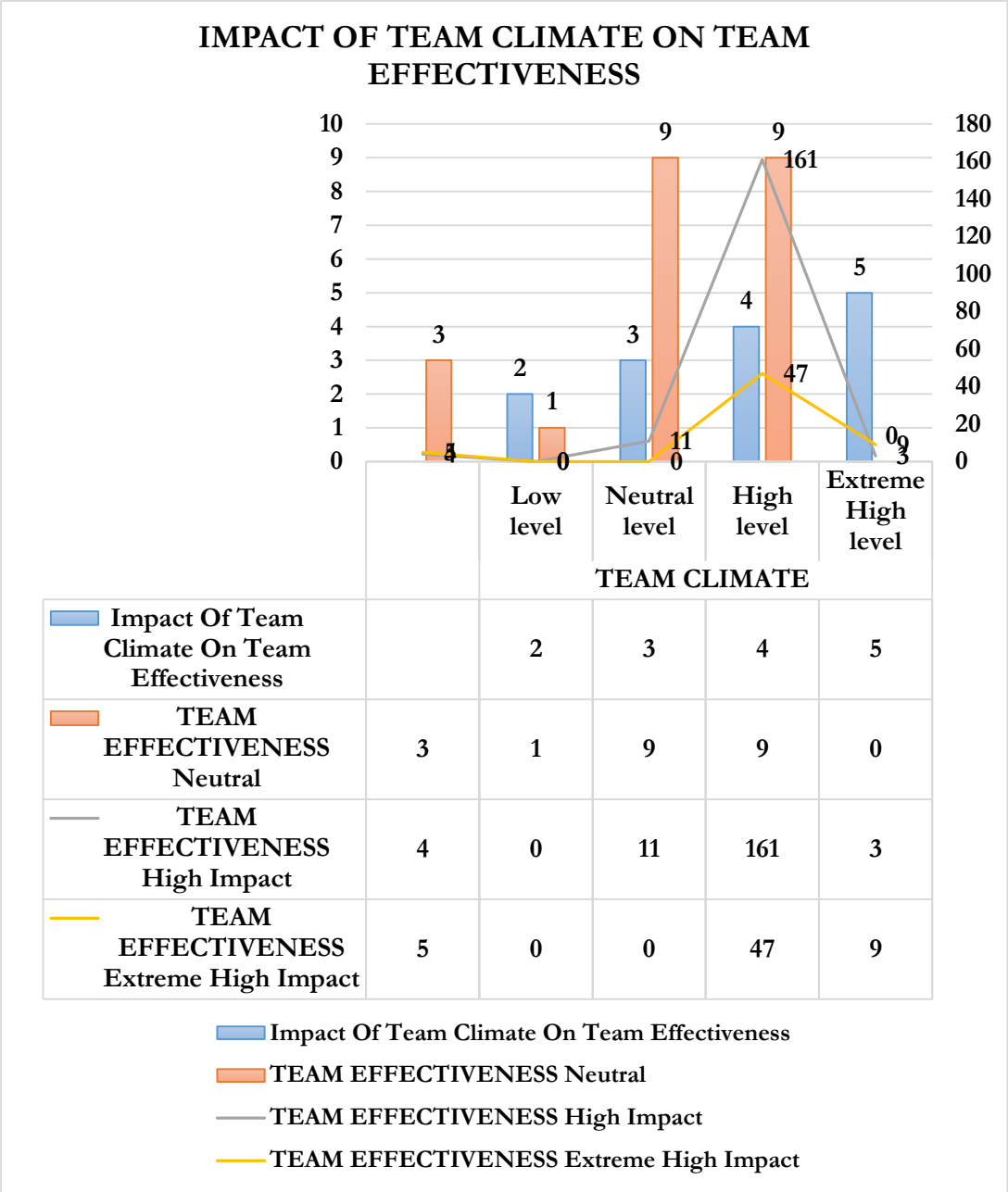
IMPACT OF TEAM CLIMATE ON TEAM EFFECTIVENESS			TEAM EFFECTIVENESS			Total
			Neutral	Moderate Impact	High Impact	
			3.00	4.00	5.00	
TEAM CLIMATE	Low level	2.00	1	0	0	1
	Team climate	TC	100.0%	0.0%	0.0%	100.0%
	Team effectiveness	TE	5.3%	0.0%	0.0%	0.4%
	Total	TO	5.3%	0.0%	0.0%	0.4%
	Neutral level	3.00	9	11	0	20
	Team climate	TC	45.0%	55.0%	0.0%	100.0%
	Team effectiveness	TE	47.4%	6.3%	0.0%	8.0%
	Total	TO	3.6%	4.4%	0.0%	8.0%
	Moderate level	4.00	9	161	47	217
	Team climate	TC	4.1%	**74.2%**	21.7%	100.0%
	Team effectiveness	TE	47.4%	**92.0%**	83.9%	86.8%
	Total	TO	3.6%	64.4%	18.8%	86.8%
	High level	5.00	0	3	9	12
	Team climate	TC	0.0%	25.0%	75.0%	100.0%
	Team effectiveness	TE	0.0%	1.7%	16.1%	4.8%
	Total	TO	0.0%	1.2%	3.6%	4.8%
Total			**19**	**175**	**56**	**250**
Team climate			**7.6%**	**70.0%**	**22.4%**	**100.0**
Team effectiveness			**100.0%**	**100.0%**	**100.0%**	**100.0**
Total			**7.6%**	**70.0%**	**22.4%**	**100.0**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.297[a]	6	.000
Likelihood Ratio	52.106	6	.000
Linear-by-Linear Association	46.418	1	.000
N of Valid Cases	250		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .08.

The above table depicts that team climate of (74.2%) 161 showed high level of impact on Team effectiveness with (92 %) 161. When team climate and team effectiveness are at high level showed greater impact of team climate on team effectiveness is 175 (70%). **There is significant impact of team climate on team effectiveness as null hypothesis is rejected as p value is less than 0.05.**



Graph.6. Impact of team climate and team effectiveness.

Team climate has impact on team effectiveness as chi-square test show 77.297 value with p value less than 0.05a value hence the impact is significant as null hypothesis is rejected and accept alternate team climate has impact on team effectiveness.

6.2. RELATIONSHIP BETWEEN TEAM CLIMATE AND TEAM EFFECTIVENESS

Ho2 (a): There is no significant impact *of team vision* as a dimension of team climate on team effectiveness in manufacturing industries teams.

The hypothesis H2 is tested using ANOVA and the interpretation is based on the F and significant value. The one way ANOVA results for team vision and team effectiveness are as shown in the following Table 6.2.1

6.2.1 ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Team Effectiveness * Team Vision	Between Groups	(Combined)	24.854	4	6.213	34.078	.000
	Within Groups		44.670	245	.182		
	Total		69.524	249			

The above table shows that there is significant impact between *team-vision* as a dimension of team climate on team effectiveness in manufacturing industries teams as p value is less than 0.05.

Ho3 (b): There is no significant impact *of task orientation* as a dimension of team climate on team effectiveness in manufacturing industries teams.

The hypothesis Ho3 is tested using ANOVA and the interpretation is based on the F and significant value. The one way ANOVA results for ***task orientation*** and team effectiveness are as shown in the following Table 6.2.2

ANOVA Table 6.2.2

TEAM EFFECTIVENESS * TASK ORIENTATION			Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	(Combined)	19.937	2	9.968	49.653	.000
	Within Groups		49.587	247	.201		
	Total		69.524	249			

The above table shows that there is significant impact between *task-orientation* as a dimension of team climate on team effectiveness in manufacturing industries teams as p value is less than 0.05.

Ho4 (c): There is no significant impact *of support for innovation* as a dimension of team climate on team effectiveness in manufacturing industries teams.

The hypothesis Ho4 is tested using ANOVA and the interpretation is based on the F and significant value. The One way ANOVA results for ***support for innovation*** and team effectiveness are as shown in the following Table 6.2.3

ANOVA Table 6.2.3.

TEAM EFFECTIVENESS * SUPPORT FOR INNOVATION			Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	(Combined)	25.252	3	8.417	46.770	.000
	Within Groups		44.272	246	.180		
	Total		69.524	249			

The above table shows that there is significant impact between *support for innovation* as a dimension of team climate on team effectiveness in manufacturing industries teams as p value is less than 0.05.

Ho5 (d): There is no significant impact *of participative safety* as a dimension of team climate on team effectiveness in manufacturing industries teams.

The hypothesis Ho5 is tested using ANOVA and the interpretation is based on the F and significant value. The one way ANOVA results for ***participative safety*** and team effectiveness are as shown in the following Table 6.2.4

ANOVA Table 6.2.4

TEAM EFFECTIVENESS * PARTICIPATIVE SAFETY			Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	(Combined)	21.190	3	7.063	35.948	.000
	Within Groups		48.334	246	.196		
	Total		69.524	249			

The above table shows that there is significant impact between *participative-safety* as a dimension of team climate on team effectiveness in manufacturing industries teams as p value is less than 0.05.

Ho6 (e): There is no significant impact *of social desirable* as a dimension of team climate on team effectiveness in manufacturing industries teams.

The hypothesis Ho6 is tested using ANOVA and the interpretation is based on the F and significant value. The one way ANOVA results for ***social desirable*** and team effectiveness are as shown in the following Table 6.2.5

ANOVA Table 6.2.5							
TEAM EFFECTIVENESS * SOCIAL DESIRABLE			Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	(Combined)	22.104	2	11.052	57.567	.000
	Within Groups		47.420	247	.192		
	Total		69.524	249			

The above table shows that there is significant impact between *social desirable* as a dimension of team climate on team effectiveness in manufacturing industries teams as p value is less than 0.05.

TABLE 6.3. CORRELATION BETWEEN THE VARIABLES OF TEAM CLIMATE WITH OVERALL TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT. N=70 TEAMS, N=250 RESPONDENTS AS TEAM MEMBERS.

Team Climate		**Team Distribution**			**Individual Distribution**		
		TC	**TEFF**	**OD**	**TC**	**TEFF**	**OD**
Team Vision	Pearson Correlation	.786**	.753**	.653**	.586**	.581**	.461**
	Sig. (2-tailed)	0	0	0	0	0	0
	N	70	70	70	250	250	250
Participative Safety	Pearson Correlation	.698**	.517**	.580**	.631**	.514**	.510**
	Sig. (2-tailed)	0	0	0	0	0	0
	N	70	70	70	250	250	250
Support For Innovation	Pearson Correlation	.797**	.696**	.670**	.658**	.547**	.512**
	Sig. (2-tailed)	0	0	0	0	0	0
	N	70	70	70	250	250	250
Task Orientation	Pearson Correlation	.689**	.519**	.559**	.576**	.504**	.515**
	Sig. (2-tailed)	0	0	0	0	0	0
	N	70	70	70	250	250	250
Social Desirable	Pearson Correlation	.740**	.720**	.575**	.508**	.588**	.570**
	Sig. (2-tailed)	0	0	0	0	0	0
	N	70	70	70	250	250	250
Team Climate	Pearson Correlation	1	.863**	.817**	1	.432**	.357**
	Sig. (2-tailed)		0	0		0	0
	N	70	70	70	250	250	250

Team Effectiveness	Pearson Correlation	.863**	1	.807**	.432**	1	.743**
	Sig. (2-tailed)	0		0	0		0
	N	70	70	70	250	250	250
Organisational Development	Pearson Correlation	.817**	.807**	1	.357**	.743**	1
	Sig. (2-tailed)	0	0		0	0	
	N	70	70	70	250	250	250
** Correlation is significant at the 0.01 level (2-tailed).							
* Correlation is significant at the 0.05 level (2-tailed).							

Thus from above table the linear positive correlation was observed between **team climate** and their variables team vision (r= .786), **support for innovation (r= .797)** and social desirability(r= .740). It is statistically significant as the p-value is less than 0.05.it is as per the team distribution n= 70 teams. There is linear positive correlation was observed between the variables of team climate such as **team vision (r= .753),** support for innovation (r= .696) and social desirability(r= .720).with **team effectiveness** statistically significant as the p-value is less than 0.05.it is as per the team opinion n=70 there is linear positive correlation was observed between the variables of team climate such as team vision (r= .653), **support for innovation (r= .670)** and social desirability(r= .575).with **organisational development.** It is statistically significant as the p-value is less than 0.05.it is as per the team opinion n=70 teams. **Individual respondents (n=250) have similar response but with slightly lower correlation coefficient.**

TABLE 6.4. CORRELATION BETWEEN THE VARIABLES OF TEAM EFFECTIVENESS WITH OVERALL TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT. N=70 TEAMS, N=250 RESPONDENTS AS TEAM MEMBERS.

Correlations							
Team effectiveness	Correlations	**Team Distribution**			**Individual Distribution**		
		TC	**TEFF**	**OD**	**TC**	**TEFF**	**OD**
Team Spirit	Pearson Correlation	.503**	.699**	.404**	.528**	.571**	.434**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Relationship	Pearson Correlation	.681**	.752**	.615**	.380**	.623**	.510**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Collaboration	Pearson Correlation	.720**	.801**	.584**	.410**	.616**	.525**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Purpose	Pearson Correlation	.774**	.770**	.700**	.464**	.638**	.589**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Communication	Pearson Correlation	.708**	.849**	.630**	.468**	.720**	.590**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team leadership	Pearson Correlation	.493**	.617**	.431**	.370**	.595**	.536**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Role Clarity	Pearson Correlation	.601**	.757**	.581**	.389**	.647**	.564**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Problem Solving	Pearson Correlation	.667**	.722**	.529**	.485**	.641**	.533**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Development	Pearson Correlation	.664**	.745**	.681**	.448**	.577**	.581**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Customer Focus	Pearson Correlation	.505**	.630**	.658**	.401**	.553**	.460**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Reward	Pearson Correlation	.679**	.777**	.719**	.455**	.628**	.608**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Climate	Pearson Correlation	1	.863**	.817**	1	.432**	.357**
		.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Effectiveness	Pearson Correlation	.863**	1	.807**	.432**	1	.743**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Organisational Development	Pearson Correlation	.817**	.807**	1	.357**	.743**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
** Correlation is significant at the 0.01 level (2-tailed).							
* Correlation is significant at the 0.05 level (2-tailed).							

There is a linear positive correlation between **team effectiveness variables collaboration (r=.720.), purpose and objectives (r= .774), communication(r=.708) and reward (.679) had positive significant relationship with *team climate*** as p value is less than 0.01. **(n= 70 teams)**

There is a linear positive correlation between **team effectiveness variables collaboration (r=.801), communication (r=.849) and reward (.777) had positive significant relationship with *team effectiveness*** as p value is less than 0.01. **(n= 70 teams)**

There is a linear positive correlation between **team effectiveness variables development (r=.681), purpose and objectives (r=.700), and reward (.719) had positive significant relationship with *organisational development*** as p value is less than 0.01. **(n= 70 teams)**

From the above table it can be said that team effectiveness factor were strongly positive correlation with overall team climate, team effectiveness and organisational development. Team effectiveness variables collaboration, purpose and objectives, communication and reward had positive relationship with team climate as p value is less than 0.01 and all values are nearer to 1. Purpose and objectives, reward, development and customer focus and communication were strongly positively correlated with organisational development. It was observed that overall teams (work teams) perception differs from individual respondents as team members.

TABLE 6.5. CORRELATION BETWEEN THE VARIABLES OF ORGANISATIONAL DEVELOPMENT WITH OVERALL TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT. N=70 TEAMS, N=250 RESPONDENTS AS TEAM MEMBERS.

Correlations		**Team Distribution**			**Individual Distribution**		
Organisational Development		**TC**	**TEFF**	**OD**	**TC**	**TEFF**	**OD**
Team Strategies	Pearson Correlation	.752**	.821**	.730**	.529**	.605**	.663**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Role	Pearson Correlation	.678**	.714**	.838**	.502**	.642**	.688**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Processes	Pearson Correlation	.688**	.654**	.796**	.345**	.552**	.687**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Interaction	Pearson Correlation	.572**	.518**	.812**	.357**	.576**	.712**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Outcome	Pearson Correlation	.443**	.377**	.684**	.347**	.442**	.506**
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Climate	Pearson Correlation	1	.863**	.817**	1	.432**	.357**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Team Effectiveness	Pearson Correlation	.863**	1	.807**	.432**	1	.743**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250
Organisational Development	Pearson Correlation	.817**	.807**	1	.357**	.743**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	70	70	70	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

There is linear positive correlation between **team strategies, team membership and roles, team procedures and processes, team interaction, team outcome with overall team climate, the correlation coefficient is. .752**, .678**, .688**, .572**, .433 n=70 teams, team strategies and team membership. The correlation coefficient is. .821**, .714**, n=70 teams with team effectiveness and team membership roles and team interaction with correlation coefficient is. .838**, .812**, organisational development. N=70 teams, n=250 respondents as team members** is statistically significant as the p-value is less than 0.05.

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r, can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. Coefficient value of -1 indicates a perfect negative correlation; +1 indicates a perfect positive correlation, and 0 shows no correlation at all. When the correlation is positive ($r > 0$), as the value of one variable increases, so does the other. These numbers measure the strength and direction of the linear relationship between two variables. For further regression analyses was applied.

Thus from above it can be concluded that team interaction perfect positively and team membership roles had strongly positive correlation with organisational development it is statistically significant as the p-value is less than 0.05. Team strategies, team membership and roles, team procedures and processes, had strongly positive correlation with team climate and team effectiveness within 70 teams as respondents.

Thus from above it can be concluded that team membership roles and team interactions perfect positively correlated with organisational development.

TABLE 6.6. INTER CORRELATION BETWEEN THE VARIABLES OF TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANISATIONAL DEVELOPMENT. N=70 TEAMS

Factors		TC	TEFF	OD
Team Climate (TC)	Pearson Correlation	1	.883**	.832**
	Sig. (2-tailed)		.000	.000
	N	70	70	70
Team Effectiveness (TE)	Pearson Correlation	.883**	1	.840**
	Sig. (2-tailed)	.000		.000
	N	70	70	70
Organisational Development (OD)	Pearson Correlation	.832**	.840**	1
	Sig. (2-tailed)	.000	.000	
	N	70	70	70

. **Correlation is significant at the 0.01 level (2-tailed).

From above it can be clearly observed that team climate have positive relationship with team effectiveness with r= 0.833 and organisational development with r=0.832. It is statistically significant as p value is less than 0.05.

Thus team climate has strong positive relationship with team effectiveness and organisational development

From above it can be clearly observed that team effectiveness have positive relationship team climate with r= 0.833 and organisational development with r=0.840. It is statistically significant as p value is less than 0.05.

Thus team effectiveness has strong positive relationship with team climate and organisational development

TABLE 6.7. REGRESSION ANALYSIS BETWEEN THE VARIABLES OF TEAM CLIMATE FACTORS AND TEAM EFFECTIVENESS (N=70)

Table 6.5 Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	**Social Desirable, Participative Safety, Task Orientation, Team Vision, Support For Innovation**	.	Enter
a. Dependent Variable: TEAM EFFECTIVENESS			
b. All requested variables entered.			

For a linear regression, the enter method was applied to interpret the model by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable.

Table 6.7.1 Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	**.885[a]**	**.784**	.767	6.38276	.784	46.434	5	64	.000
a. Predictors: (Constant), Social Desirable, Participative Safety, Task Orientation, Team Vision, Support for Innovation									
b. Dependent Variable: TEAM EFFECTIVENESS									

Table 6.7. 1 It illustrates the R2 value from the first linear regression. The value of R2 is 0.784, which means 78.4 % of the variance in team effectiveness can be explained by variation in social desirable, participative safety, task orientation, team vision, and support for innovation.

In case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.784, while adjusted R- square is 0.767

Table 6.7.2.ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9458.609	5	1891.722	46.434	.000[b]
	Residual	2607.334	64	40.740		
	Total	12065.943	69			
a. Dependent Variable: TEAM EFFECTIVENESS						
b. Predictors: (Constant), Social Desirable, Participative Safety, Task Orientation, Team Vision, Support For Innovation						

Moreover, as shown in Table 6.7.2, the overall model to predict team climate variables is statistically significant (F value = 46.434, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

A high value of F means that there are more chance of the null hypothesis being rejected and alternate accepted, which means that X1 and X2 are different. Here it is 46.434 which means that the value is pretty high and that X1 and X2 will be different. On the other hand, the significant tells us the confidence level (1- Sig) of accepting the alternate hypothesis. Here the Sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that X1 is not equal to X2.

Therefore there is significant difference in variables.

Table 6.7.3.Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.707	10.374		-.743	.460
	Team Vision	1.788	.494	.297	3.616	.001
	Participative Safety	.483	.358	.101	1.349	.182
	Support for Innovation	1.494	.439	.282	3.404	.001
	Task Orientation	.468	.355	.091	1.318	.192
	Social Desirable	1.604	.336	.367	4.768	.000
a. Dependent Variable: Team effectiveness						

Therefore to check the significance level of independent team climate variables to explain variation in dependent variable refer table 6.7.3. Looking at the predictors individually, the first variable (constant) represent the constant, also referred as Y intercept, the of the regression line when it crosses the Y axis. In the other words it means that this is predicted values of Team climate when all the variables are zero.

B –value: these are the values for the regression equation for predicting the team effectiveness as dependent variable from the factors of team climate independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = $\beta_0 + \beta_{1x1} + \beta_{2x2} + \beta_{3x3} + \beta_{4x4} + \beta_{5x5}$

Y Predicted = -7.707+ .1.788X1 +. 483X2 + 1.494 X3 + .468 X4 + 1.604 X5.

These values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value Team climate that would be predicted by 1 unit increase independent value will in Predictors. (Only those predictors are considered whose P-value are less than .05)

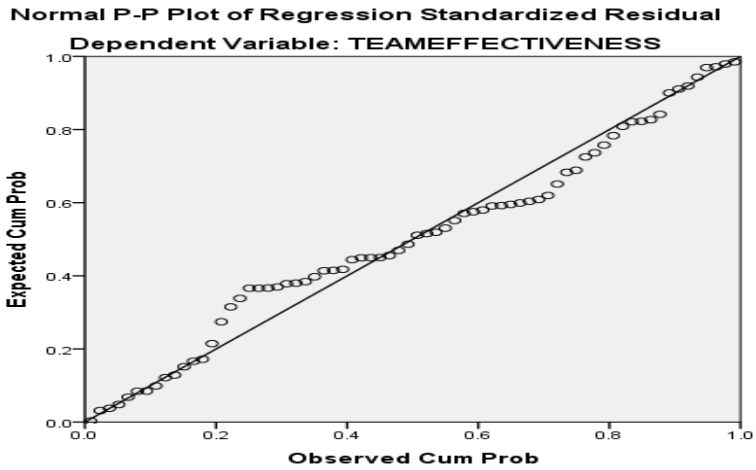
Team Vision is 1.788, Support for Innovation is 1.494, and Social Desirable is 1.604.

1 unit increase in this value will increase team climate considerably.

T and Significance: the column provides t- value and sig. 2 tailed p value used in testing the null hypothesis is rejected and alternate is accepted when p value is less than 0.05.they are statistically significant. However in this table 6.7.3 in p value for team vision and Support for Innovation is 0.01 which is significant as it less than p value .05. While social desirable is significant as p value is 0.00 which is less than p value 0.05. In these case rest of the few team climate variables (participative safety and task orientation) have p value greater than 0.05 is considered as statistically not significant.

Graph 6.1. Normal probability plot of standardized residuals for Linear Regression for team effectiveness.

A normal probability plot (P-P Plot) of the standardized residuals provides an indication of whether or not the assumption of normality of the random errors is appropriate. In the P-P plot, a perfectly normal distribution would show a straight line sloping upward at a 45-degree angle. Plot indicates the correlation between the observed and predicted values of the team effectiveness variable which is quite significant.



Plot 6.1. Indicates the correlation between the observed and predicted values of the dependent variable team effectiveness which is quite significant.

TABLE 6.8 SUMMARY OF SUPPORTED OR NOT SUPPORTED OF ALL THE SUB HYPOTHESES.

Null Hypothesis :	T value	Significance P value	Null hypothesis
H1: There is no significant impact of team climate variables individually on team effectiveness in manufacturing industries teams.	-.743	.460	Supported
H2 (a): There is no significant impact *of vision* as a dimension of team climate on team effectiveness in manufacturing industries teams.	3.616	.001	Not supported
H3 (b): There is no significant impact *of task orientation* as a dimension of team climate on team effectiveness in manufacturing industries teams.	1.349	.182	Supported
H4 (c): There is no significant impact *of support for innovation* as a dimension of team climate on team effectiveness in manufacturing industries teams.	3.404	.001	Not supported
H5 (d): There is no significant impact *of participative safety* as a dimension of team climate on team effectiveness in manufacturing industries teams.	1.318	.192	Supported
H5 (e): There is no significant impact *of social desirable* as a dimension of team climate on team effectiveness in manufacturing industries teams.	4.768	.000	Not supported

TABLE 6.9. SHOWING REGRESSION ANALYSIS BETWEEN OVERALL TEAM CLIMATE AND TEAM EFFECTIVENESS (N=70)

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	TEAM CLIMATE	.	Enter
a. Dependent Variable: TEAM EFFECTIVENESS			
b. All requested variables entered.			

Table 6.9.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	**.863[a]**	**.745**	**.742**	6.72303	.745	198.951	1	68	.000
a. Predictors: (Constant), TEAM CLIMATE									
b. Dependent Variable: TEAM EFFECTIVENESS									

For a linear regression, the best enter method was applied to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable variance in team effectiveness can be explained by variation in team climate. Table 6.9.1. It illustrates the R2 value from the first linear regression. The value of R2 is 0.745, which means 74.5 % of the variance in team effectiveness can be explained by variation in team climate

In case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.745, while adjusted R- square is 0.742.

Table 6.9.2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8992.404	1	8992.404	198.951	.000[b]
	Residual	3073.539	68	45.199		
	Total	12065.943	69			
A. Dependent Variable: Team Effectiveness						
B. Predictors: (Constant), Team Climate						

Moreover, as shown in Table 6.9.2., the overall model to predict team effectiveness is statistically significant (F value = 198.951, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the team effectiveness as dependent variables. A high value of F means that there are more chance of the null hypothesis being rejected and alternate accepted, which means that X1 and X2 are different. Here it is 198.951, which means that the value is pretty high and that X1 and X2 will be different. On the other hand, the significant tells us the confidence level (1- Sig) of accepting the alternate hypothesis. Here the Sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted.

Table 6.9.3 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.673	10.502		-.921	.360
	TEAM CLIMATE	1.183	.084	.863	14.105	.000
a. Dependent Variable: TEAM EFFECTIVENESS						

Therefore to check the significance level of team climate as independent variables to explain variation in team effectiveness dependent variable refer table 6.9.3 Observing at the predictors individually, the first variable(constant) represent the constant, also referred as Y intercept, the of the regression line when it crosses the Y axis. In the other words it means that this is predicted values of Team effectiveness when all the variables are zero.

B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units as such, the coefficient cannot be compared with one another to determine which is more influential because they are measured on different scales.

Y predicted = $\beta 0 + \beta 1 x1$

Y predicted = -9.673 + 1.183 X1

Table 6.9.3 Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value of Team Effectiveness that would be predicted by 1 unit increase independent value will in predictors. (Only those predictors are considered whose P-value are less than .05) Team climate is 1.183 unit influence on team effectiveness.

Plot 6.2. Overall team climate and team effectiveness. The above plot is a check on normality; the plotted points should follow the straight line. Here we have no major cause for concern as it showed straight line between Team climate and team effectiveness.

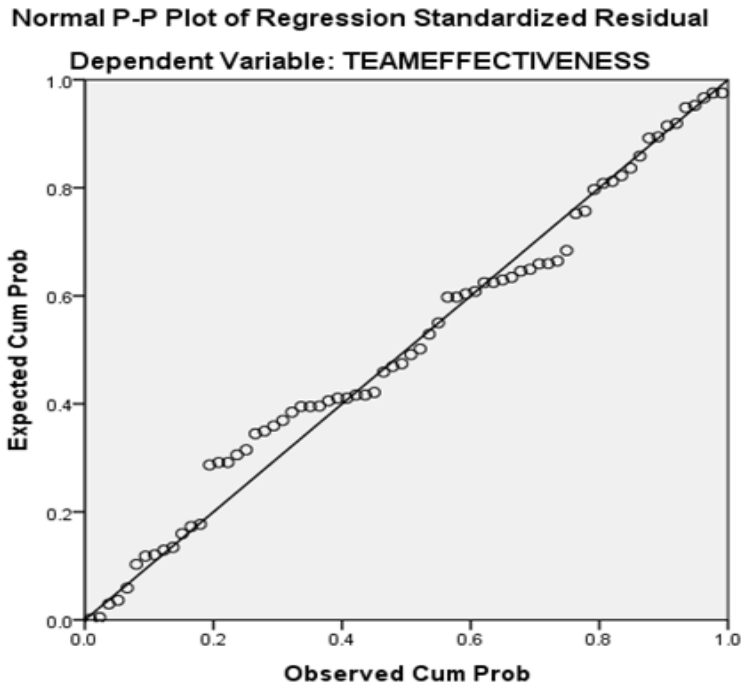
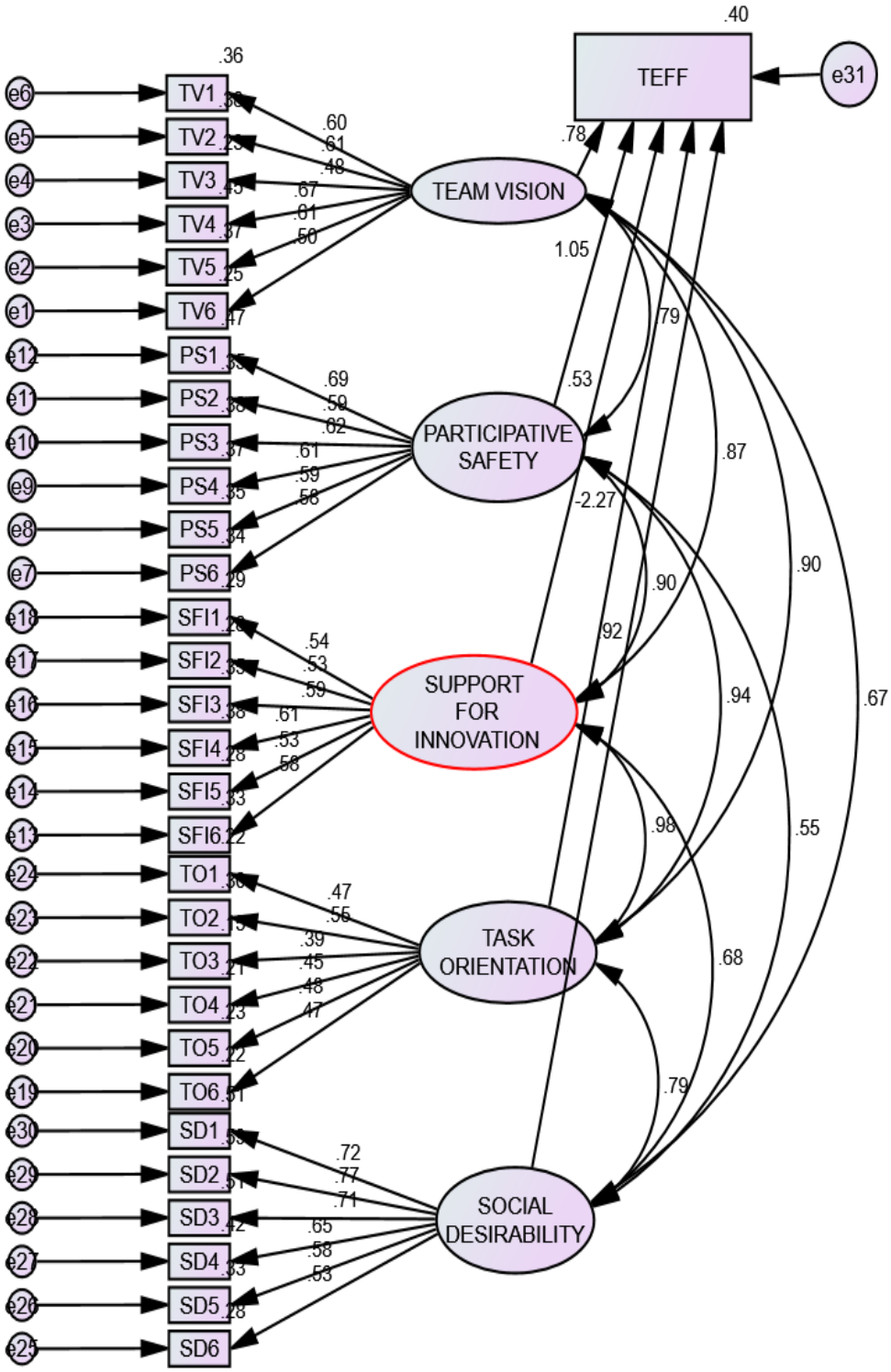


TABLE 6.9. 4. SUMMARY OF GOODNESS-OF-FIT (GOF) AND MODEL EVALUATION INDICES OF FACTORS OF TEAM CLIMATE ITS RELATIONSHIP WITH OVERALL TEAM EFFECTIVENESS.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**40**	**>0**
Chi-square *(Chi)*	**1162.721**	**P value=0.00 sig.**
Chi-square (Chi)/df	**2.729**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.083**	**< 0.08** (Garson, 2007)
90 Percent Confidence Interval for RMSEA	**.042-0.83**	between 0 and 1
Root Mean Square Residual (RMR)	**0.043**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.775**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.737**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**0.927**	**greater than 0.7**

FIGURE 6.3. PATH ANALYSIS MODEL OF TEAM CLIMATE AND TEAM EFFECTIVENESS



TEAM CLIMATE AND TEAM EFFETCIVENESS PATH DIAGRAM
CHISQUARE=1162.721,2.729
RMR=.043,RMSEA=.083,GFI=.775,AGFI=.737,PGFI=.665
NFI=.673,CFI=.761
P=.000,pclose=.000

As per the 6.3 Figure Path Analysis Model of Team Climate Overall Factors and its impact on overall Team Effectiveness. It revealed that **Task Orientation was having strong positive correlation with Support for Innovation, Participative Safety and Team Vision with correlation coefficient r= 0.975, 0.940, and 0.899 respectively**. **Support for innovation had strong positive correlation with task orientation, participative safety and Team Vision with correlation coefficient r= 0.975, 0.899 and 0.873 respectively.**

From table 6.9.5. standard regression it reflects that path beta value increase the influence of team effectiveness with beta value increase of variable which was high between participative safety and team effectiveness and negative between task orientation and team effectiveness that means if -2.270 value will decrease of team effectiveness if task orientation is increase.

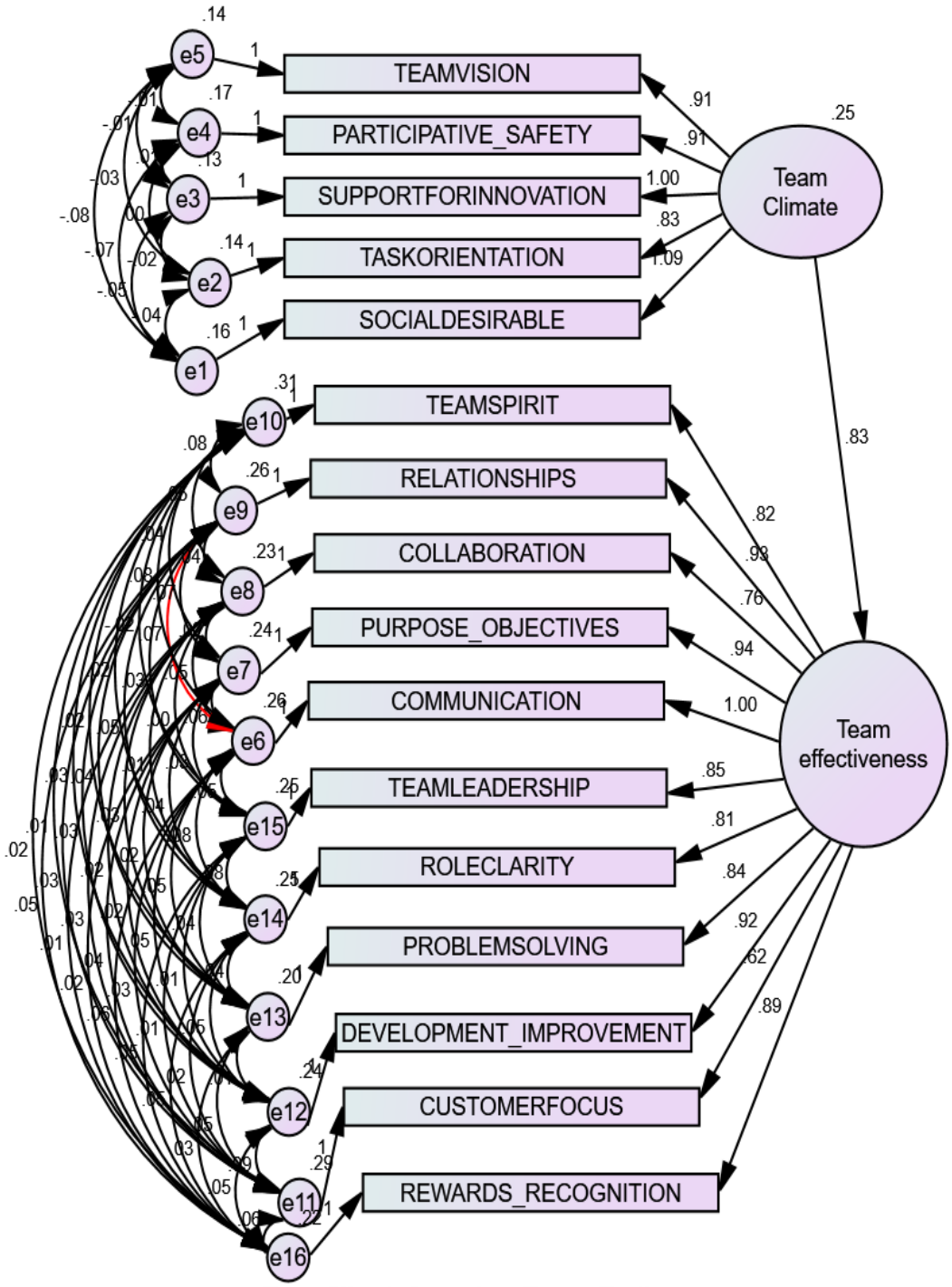
6.9.4.1 CORRELATIONS: (Group number 1 - model)

Team climate factors inter correlation			Estimate
Team vision	<-->	Participative safety	.788
Team vision	<-->	Support for innovation	.873
Team vision	<-->	Task orientation	.899
Team vision	<-->	Social desirability	.672
Participative safety	<-->	Support for innovation	.899
Participative safety	<-->	Task orientation	.940
Participative safety	<-->	Social desirability	.551
Support for innovation	<-->	Task orientation	.975
Support for innovation	<-->	Social desirability	.682
Task orientation	<-->	Social desirability	.786

6.9.5 STANDARD REGRESSION WEIGHT

Team effectiveness	<---	Team vision	.776
Team effectiveness	<---	Participative safety	1.048
Team effectiveness	<---	Support for innovation	.531
Team effectiveness	<---	Task orientation	-2.270
Team effectiveness	<---	Social desirability	.920

FIGURE 6.4. SHOWING PATH ANALYSIS DIAGRAM OF FACTORS OF TEAM CLIMATE ITS RELATIONSHIP WITH TEAM EFFECTIVENESS.



Team Climate Impact on Team effectiveness
ChiSquare=78.951
RMR=.010, RMSEA=.063, CFI=.979, NFI=.960,AGFI=.879
GFI=.964,CMIN/DF=78.951/40

The path diagram in Figure 6.4 the term Structural Equation Modeling (SEM) conveys that the causal processes under study are represented by a series of structural (i.e. regression) equations, and that these can be modeled pictorially to enable a clearer conceptualization of the study. The primary task in this model testing procedure was to determine the goodness-of-fit between the hypothesized model between the factors of team climate and team effectiveness.

6.9.6 Computation of degrees of freedom (figure 6.4 model)

Number of distinct sample moments:	136
Number of distinct factors to be estimated:	96
Degrees of freedom (136 - 96):	40

Result (figure 6.4 model)

- Minimum was achieved
- Chi-square = 78.951
- Degrees of freedom = 40
- Probability level = .000.

SEM Figure 6.4 Model

The proposed model in this study is an over-identified model with positive degrees of freedom (40) as shown in table 6.4 drawn from the AMOS output. In this model there are 136 distinct sample moments (i.e., pieces of information) from which to compute the estimates of the default model, and 96 distinct factors to be estimated, leaving 40 degrees of freedom, which is positive (greater than zero). Hence the model is an over identified one.

6.9.6. Variable counts (Group number 1)

The path diagram in Figure 6.4 shows not only the complete set up constructs and indicators in the measurement model, but also imposes the structural relationships among constructs and depicts the integrated SEM path diagram incorporating both measurement and structural model with 17 exogenous constructs casually related to the 17 endogenous construct. Overall theory including both the measurement relationships of indicators to constructs, as well the hypothesized structural relationships among constructs.

6.9.7. Variable counts

Number of variables in your model:	34
Number of observed variables:	16
Number of unobserved variables:	18
Number of exogenous variables:	17
Number of endogenous variables:	17

	Weights	Covariance	Variances	Means	Intercepts	Total
Fixed	18	0	0	0	0	18
Labeled	15	65	17	0	0	97
Unlabeled	0	0	0	0	0	0
Total	33	65	17	0	0	115

Counting up the unknown factors in the model, it can be seen that there are 97 factors to be estimated (15 regression weights, 65 co variances and 17 variances)

The degrees of freedom is positive (40), thus it is an over-identified model.

Hence it is concluded that the proposed research model fits the data reasonably**.** Thus, Path analysis was undertaken using the AMOS package of SEM technique to uncover the significant interrelationships between the factors of Team Climate its relationship with Team Effectiveness constructs. The second step in the SEM model is testing the hypotheses formulated using path significance analysis for each construct of the research model for each path by computing the path coefficient/standardized estimates and path significance between the team climate and team effectiveness in table 6.10. And figure 6.4.

TABLE 6.10 SUMMARY OF GOODNESS-OF-FIT (GOF) AND MODEL EVALUATION INDICES OF FACTORS OF TEAM CLIMATE ITS RELATIONSHIP WITH TEAM EFFECTIVENESS.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**40**	**>0**
Chi-square *(Chi)*	**78.951**	**P value=0.00 sig.**
Chi-square (Chi)/df	**1.974**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.63**	**< 0.08** (Garson, 2007)
90 Percent Confidence Interval for RMSEA	**.042-0.83**	between 0 and 1
Root Mean Square Residual (RMR)	**0.010**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.964**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.879**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**0.927**	**greater than 0.7**

The model has a discrepancy of 78.951. The model has 426 degrees of freedom. Assuming that the model is correct, the probability of getting a discrepancy as large as 78.951 is .000. For the model, the discrepancy divided by degrees of freedom is 78.951/ 40 = 1.974. GFI = .964 for the model. RMR = .010 for the model. RMSEA = .063 for the model. With approximately 90 percent confidence, the population RMSEA for the model is between .042 and .083.

6.11. STANDARDIZED REGRESSION WEIGHTS: (Group number 1 - Default model)

Overall Factor			Estimate
Team Effectiveness	<---	Team Climate	1.000
Social Desirable	<---	Team Climate	.809
Support For Innovation	<---	Team Climate	.805
Team Vision	<---	Team Climate	.767
Task Orientation	<---	Team Climate	.738
Participative Safety	<---	Team Climate	.736
Communication	<---	Team Effectiveness	.628
Purpose Objectives	<---	Team Effectiveness	.624
Rewards Recognition	<---	Team Effectiveness	.619
Problem Solving	<---	Team Effectiveness	.617
Development Improvement	<---	Team Effectiveness	.612
Relationships	<---	Team Effectiveness	.599
Team Leadership	<---	Team Effectiveness	.575
Role Clarity	<---	Team Effectiveness	.557
Collaboration	<---	Team Effectiveness	.553
Team Spirit	<---	Team Effectiveness	.520
Customer Focus	<---	Team Effectiveness	.430

Table 6.11. Indicates that these values estimates tell about the relationship between the independent team climate and team effectiveness dependent variables. These estimates will tell about that 1 unit increased dependent value Team Effectiveness that would be predicted by 1 unit increase independent value will in Predictors. (Only those predictors are considered whose P-value are less than .05) overall Team effectiveness was increased 1.000 unit with increase in Team climate. Thus the above path analysis and SEM model of **team climate its relationship with Team effectiveness fit the model with significance.**

TABLE 6.12 REGRESSION ANALYSIS MODEL OF TEAM CLIMATE AND ORGANISATIONAL DEVELOPMENT

Table 6.12.1 VARIABLES ENTERED/REMOVED			
Model	Variables Entered	Variables Removed	Method
1	Social desirable, Participative safety, Task orientation, Team Vision, Support for innovation	.	Enter
a. Dependent Variable: Organisational development			
b. All requested variables entered.			

For a linear regression, the best enter method was applied to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable.

Table 6.12.2. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819[a]	.670	.644	4.39983
a. Predictors: (Constant), Social desirable, Participative safety, Task orientation, Team Vision, Support for innovation				
b. Dependent Variable: ORGANISATIONAL DEVELOPMENT				

Table 6.12.2. It illustrates the R2 value from the first linear regression. The value of R2 is 0.670, which means 67.0 % of the variance in organisational development can be explained by variation in team climate. The adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.670, while adjusted R- square is 0.644.

Table 6.12.3.ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2514.896	5	502.979	25.982	.000[b]
	Residual	1238.947	64	19.359		
	Total	3753.843	69			
A. Dependent Variable: Organisational Development						
B. Predictors: (Constant), Social Desirable, Participative Safety, Task Orientation, Team Vision, Support For Innovation						

Moreover, as shown in Table 6.12.3, the overall model to predict Organisational development and team climate variable is statistically significant (F value = 25.982, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

A high value of F means that there are more chance of the Null Hypothesis being rejected and alternate accepted, which means that X1 and X2 are different. Here it is 25.982, which means that the value is pretty high and that X1 and X2 will be different. On the other hand, the significant tells us the confidence level (1- Sig) of accepting the alternate hypothesis. Here the Sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that X1 is not equal to X2.

Therefore to check the significance level of independent variables to explain variation in dependent variable refer table 6.12.3. Observing at the predictors individually, the first variable (constant) represent the constant, also referred as Y intercept, the of the regression line when it crosses the Y axis. In the other words it means that this is predicted values of Organisational development when all the variables are zero.

Table 6.12.4.Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.224	7.151		.591	.557
	Team Vision	.736	.341	.219	2.159	.035
	Participative Safety	.601	.247	.225	2.435	.018
	Support For Innovation	.705	.303	.238	2.328	.023
	Task Orientation	.631	.245	.219	2.577	.012
	Social Desirable	.481	.232	.198	2.076	.042
a. Dependent Variable: ORGANISATIONAL DEVELOPMENT						

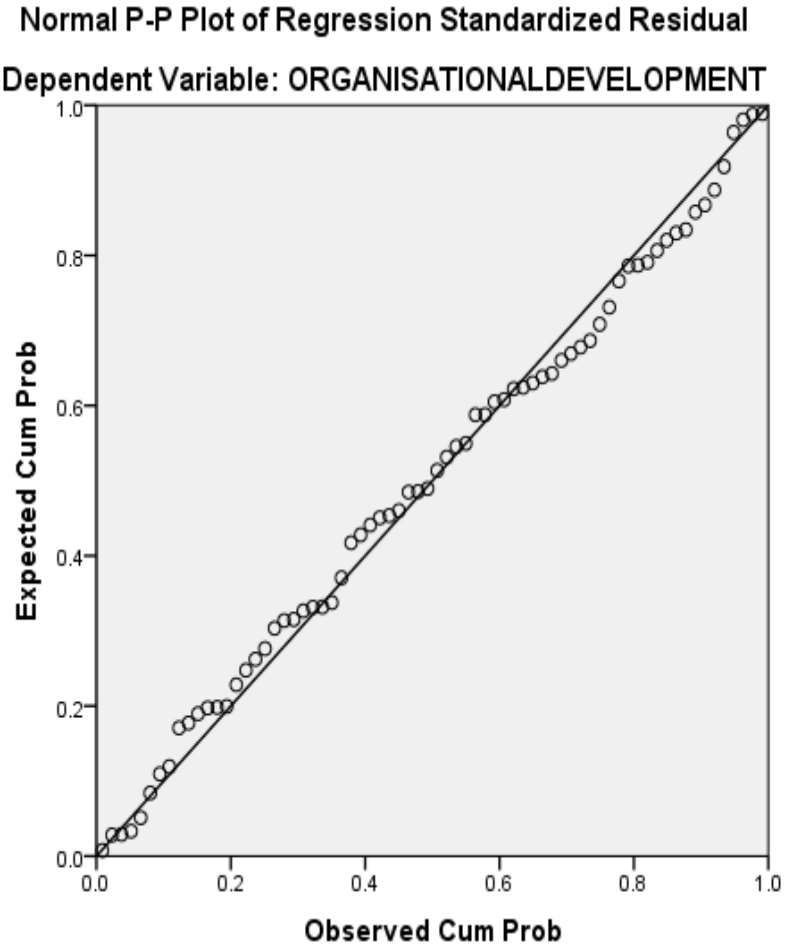
B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = β0 + β1x1 + β2x2+ β3x3+ β4x4 + β5x5

Y predicted = 4.224 + β1.736+ β2 .601+. β3. 705+ β4 .631+. β5 .481

Table 6.12.4. Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value Organisational development that would be predicted by 1 unit increase independent value will in Predictors. (Only those predictors are considered whose P-value are less than .05) Team Vision, Participative Safety, Support for Innovation. Task Orientation, Social Desirable with increase in units of organisational development respectively. 0.736, 0.601, 0.705, 0.631, 0.481 units

Charts



Plot 6.5. Normality p-p plot of regression residual of team climate and organisational development

The above plot is a check on normality; the plotted points between **regression residual of team climate and organisational development** should follow the straight line.

TABLE 6.13 REGRESSION ANALYSIS MODEL OF TEAM EFFECTIVENESS FACTORS AND OVERALL ORGANISATIONAL DEVELOPMENT.

Table 6.13.1. Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Reward, Team Spirit, Problem Solving, Team Leadership, Customer Focus, Purpose, Role Clarity, Development, Relationship, Communication, Collaboration	.	Enter
a. Dependent Variable: **Organisational Development**			
b. All requested variables entered.			

For a linear regression, the best method to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable

Table 6.13.2 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876[a]	.767	.723	3.88254
a. Predictors: (Constant), Reward, Team Spirit, Problem Solving, Team Leadership, Customer Focus, Purpose, Role Clarity, Development, Relationship, Communication, Collaboration				
b. Dependent Variable: Organisational Development				

Table 6.13.2 it illustrates the R2 value from the first linear regression. The value of R2 is 0.767, which means 76.7 % of the variance in Organisational Development can be explained by variation in Reward, Team Spirit, Problem Solving, Team Leadership, Customer Focus, Purpose, Role Clarity, Development, Relationship, Communication, and Collaboration. In case of multiple regression, adjusted R- Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.767, while adjusted R- square is 0.723.

Table 6.13.3 ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2879.545	11	261.777	17.366	.000[b]
	Residual	874.298	58	15.074		
	Total	3753.843	69			
a. Dependent Variable: ORGANISATIONAL DEVELOPMENT						
b. Predictors: (Constant), Reward, Team Spirit, Problem Solving, Team Leadership, Customer Focus, Purpose, Role Clarity, Development, Relationship, Communication, Collaboration						

Moreover, as shown in Table 6.13.3, the overall model to predict Organisational development is statistically significant (F value = 17.366, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

Table 6.13.4 Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.237	5.894		3.773	.000
	Team Spirit	-.589	.378	-.141	-1.560	.124
	Relationship	1.222	.436	.284	2.805	.007
	Collaboration	.452	.604	.093	.748	.457
	Purpose	.958	.390	.250	2.458	.017
	Communication	-.007	.501	-.002	-.013	.989
	Team Leadership	.128	.464	.025	.275	.785
	Role Clarity	-.098	.555	-.019	-.177	.860
	Problem Solving	-.205	.583	-.037	-.352	.726
	Development	.569	.444	.131	1.281	.205
	Customer Focus	1.515	.457	.319	3.313	.002
	Reward	.859	.433	.198	1.983	.052
a. Dependent Variable: ORGANISATIONAL DEVELOPMENT						

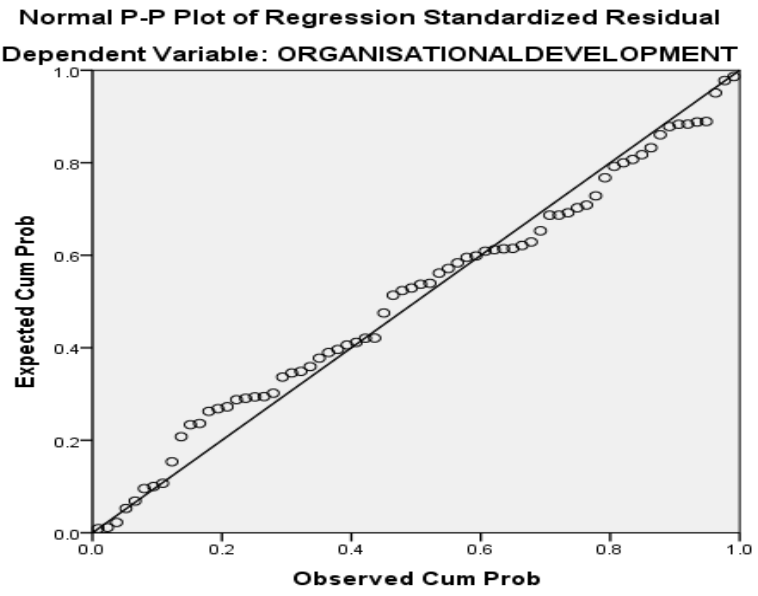
B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = β0 + β1x1 + β2x2+ β3x3+ β4x4 + β5x5 +β1x6 + β2x7+ β3x8+ β4x9 + β5x10+ β5x11

Y predicted = 22.237 +-.589+1.222+.452+.958+-.007+.128+-.098+-.205+.569+1.515+.859

Table 6.13.4. Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value Organisational development that would be predicted by 1 unit increase independent value will in Predictors. (Only those predictors are considered whose P-value are less than .05) Team effectiveness beta value .0450.

Charts



Plot 6.6.Normal P-P plot of Variables of team effectiveness and organisational development. The above plot is a check on normality; the plotted points should follow the straight line.

6.14. REGRESSION ANALYSIS MODEL OF OVERALL TEAM EFFECTIVENESS AND OVERALL ORGANIZATIONAL DEVELOPMENT.

Table 6.14.1. Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Team Effectiveness	.	Enter
a. Dependent Variable: Organisational Development			
b. All requested variables entered.			

For a linear regression, the best method to interpret the model is by looking at the value for R2. It is an overall measure on the strength of association and does not reflect the extent to which any particular independent variable team effective is associated with the dependent variable organisational development.

Table 6.14.2. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.651	.646	4.38686
a. Predictors: (Constant), TEAM EFFECTIVENESS				
b. Dependent Variable: ORGANISATIONAL DEVELOPMENT				

Table 6.14.2. It illustrates the R2 value from the first linear regression. The value of R2 is 0.651, which means 65.1 % of the variance in Organisational Development can be explained by overall team effectiveness. In case of multiple regression, adjusted R-Squared attempts to yield a more realistic picture to fit of regression value to estimate the R squared for the population. The value of R- square is 0.651, while adjusted R-square is 0.646.

Table 6.14.3. ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2445.215	1	2445.215	127.060	.000[b]
	Residual	1308.627	68	19.245		
	Total	3753.843	69			
a. Dependent Variable: ORGANISATIONAL DEVELOPMENT						
b. Predictors: (Constant), TEAM EFFECTIVENESS						

Moreover, as shown in Table 6.14.3, the overall model to predict Organisational development is statistically significant (F value = 127.060, p =0.00). P value is less than 0.05. If smaller p value it means one can conclude that independent variable jointly explained variations in the dependent variables.

A high value of F means that there are more chance of the Null Hypothesis being rejected and alternate accepted, which means that X1 and X2 are different. Here it is 103.156, which means that the value is pretty high and that X1 and X2 will be different. On the other hand, the significant tells us the confidence level (1- Sig) of accepting the alternate hypothesis. Here the Sig is 0.00, which means that (1- 0.00 = 1) 100 % confident that the alternate hypothesis is accepted, and that X1 is not equal to X2.

Table 6.14.4. Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.992	5.537		3.791	.000
	TEAM EFFECTIVENESS	.450	.040	.807	11.272	.000
a. Dependent Variable: ORGANISATIONAL DEVELOPMENT						

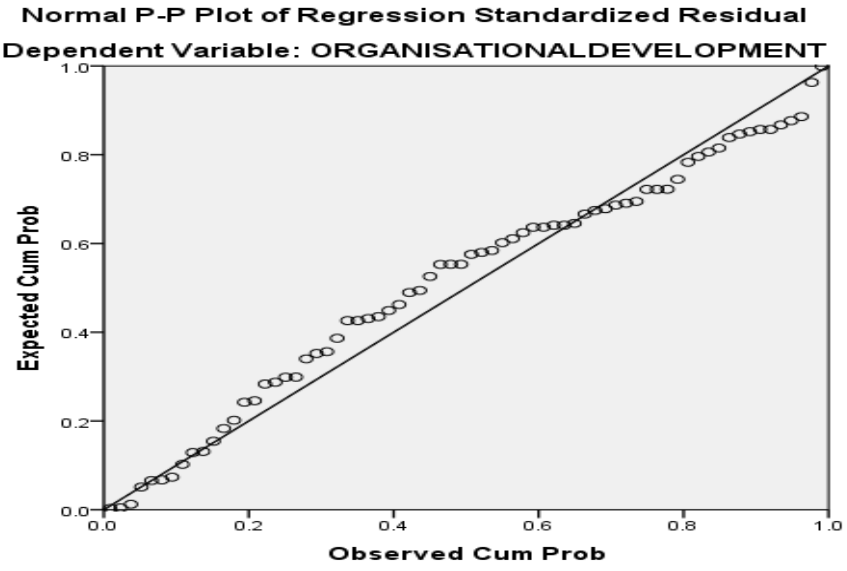
Therefore to check the significance level of independent variables to explain variation in dependent variable refer table 6.14.4. Observing at the predictors individually, the first variable (constant) represent the constant, also referred as Y intercept, the of the regression line when it crosses the Y axis. In the other words it means that this is predicted values of Organisational development when all the variables are zero.

B –value: these are the values for the regression equation for predicting the dependent variable from the independent variable. These are called as unstandardized coefficients because they are measured in their natural units.as such, the coefficient cannot be compared with one another to determine which 1 is more influential because they are measured on different scales.

Y predicted = $\beta 0 + \beta 1x1$

Y predicted = 20.992+ .450x1

Table 6.14.4. Indicates that these values estimates tell about the relationship between the independent and dependent variables. These estimates will tell about that 1 unit increased dependent value Organisational development that would be predicted by 1 unit increase independent value will in Predictors. (Only those predictors are considered whose P-value are less than .05) Team effectiveness beta value .0450.



Plot 6.7. .Normal P-P plot of overall team effectiveness and Organisational development. The above plot is a check on normality; the plotted points should follow the straight line. Serious departures would suggest that normality assumption is not met. Here we have no major cause for concern.

6.15. A PATH ANALYSIS DIAGRAM OF TEAM CLIMATE FACTORS ITS RELATIONSHIP WITH ORGANISATIONAL DEVELOPMENT.

6.15. Summary of goodness-of-fit (GOF) and model evaluation indices of team climate factors its relationship with Organisational Development.

The model has a discrepancy of 1155.175. The model has 426 degrees of freedom. Assuming that the model is correct, the probability of getting a discrepancy as large as 1155.175 is .000. For the model, the discrepancy divided by degrees of freedom is 1155.175 / 426 = 2.712. GFI = .773 for the model. RMR = .042 for the model. RMSEA = .083 for the model. With approximately 90 percent confidence, the population RMSEA for the model is between .077 and .089. PCLOSE = .000 for the model. Under the hypothesis of "close fit" (i.e., that RMSEA is no greater than .05 in the population), the probability of getting a sample RMSEA as large as .083 is .000.

6.15. SUMMARY OF GOODNESS-OF-FIT (GOF) AND MODEL EVALUATION INDICES OF TEAM CLIMATE FACTORS ITS RELATIONSHIP WITH ORGANISATIONAL DEVELOPMENT.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**426**	
Chi-square *(Chi)*	**1155.175**	**P value=0.00 sig.**
Chi-square (Chi)/df	**2.712**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**.08**	< **0.08** (Garson, 2007)
90 Percent Confidence Interval for RMSEA	**0.77-0.89**	between 0 and 1
Root Mean Square Residual (RMR)	**.042**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.773**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.736**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**0.898**	**greater than 0.7**

The path diagram with correlations for the entire model comprising constructs of team climate such as team vision, task orientation, support for innovation and participative safety, social desirability factors and its relationship construct with overall organisational development is as shown in Figure 6.8.

6.15. A 1 Computation of degrees of freedom (model)

Number of distinct sample moments:	496
Number of distinct factors to be estimated:	70
Degrees of freedom (496 - 70):	426

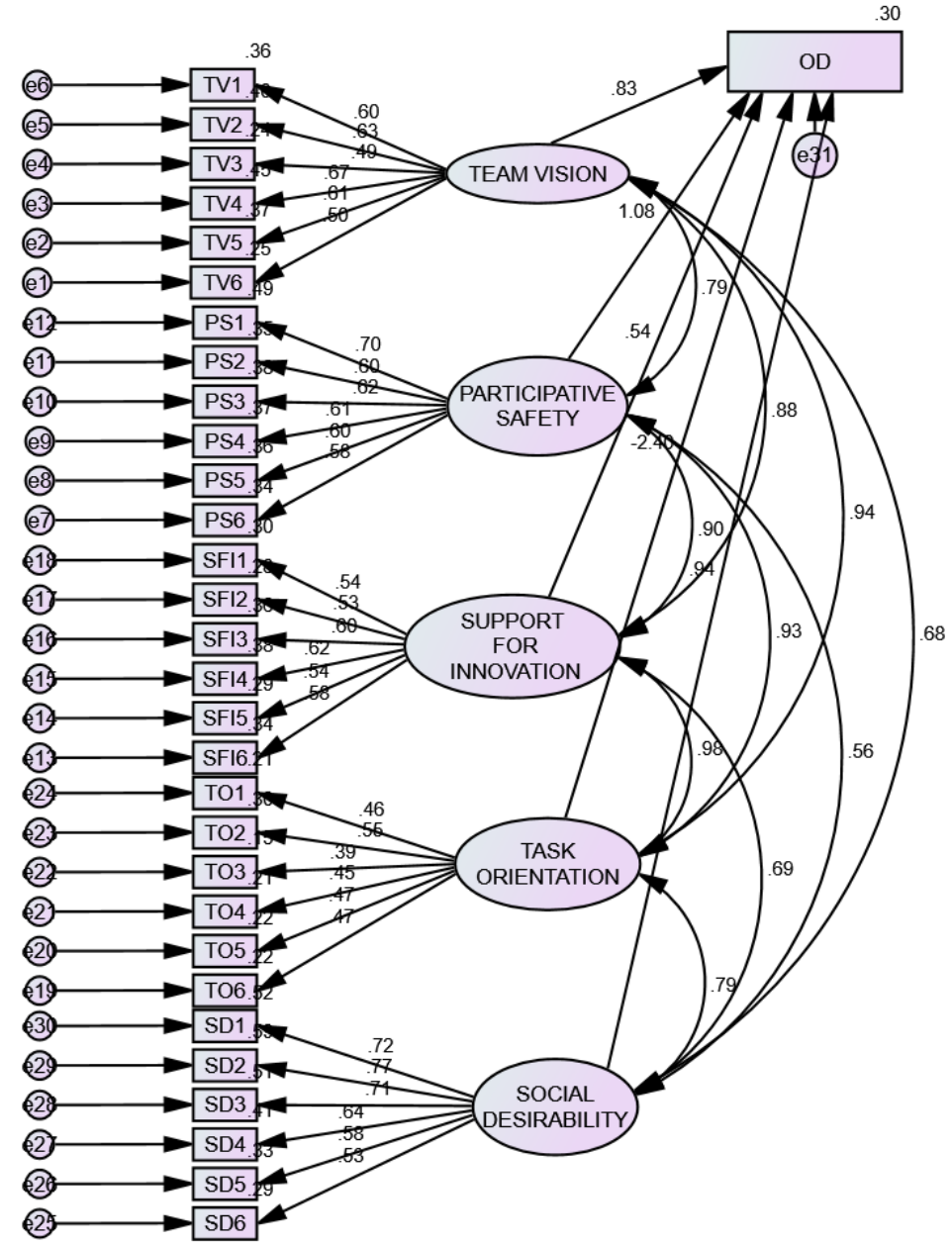
6.15. A 2. Result (model)

- Minimum was achieved
- Chi-square = 1155.175
- Degrees of freedom = 426
- Probability level = .000

The proposed model in this study is an over-identified model with positive degrees of freedom (426) as shown in table 6.15.2. Drawn from the AMOS output. In this model there are 496 distinct sample moments (i.e., pieces of information) from which to compute the estimates of the default model, and 70 distinct factors to be estimated, leaving 426 degrees of freedom, which is positive (greater than zero). Hence the model is an over identified one.

Thus, the path diagram in Figure 6.8 SEM path diagram incorporating both measurement and structural model with 5 exogenous constructs casually related to the one endogenous construct his becomes the test of the overall theory including both the measurement relationships of indicators to constructs between team climate and organisational development, as well the hypothesized structural relationships among factors of team climate with overall organisational development. Thus the path analysis and SEM model of **team climate its relationship with Organisational Development** fit as p value is less than 0.05. Hence it is concluded that the proposed research model fits the data reasonably.

FIGURE 6.8 PATH ANALYSIS DIAGRAM OF TEAM CLIMATE ITS RELATIONSHIP WITH ORGANISATIONAL DEVELOPMENT. (WITH MODEL FIT INDICES OBTAINED FOR MEASUREMENT MODEL)



TEAM CLIMATE AND ORGANISATIONAL DEVELOPMENT PATH DIAGRAM
CHISQUARE=1155.175,2.712
RMR=.042,RMSEA=.083,GFI=.773,AGFI=.736,PGFI=.664
NFI=.672,CFI=.761
P=.000,pclose=.000

Thus the above path analysis and SEM model of **team climate its relationship with overall Organisational Development fit as p value is less than 0.05.** Hence it is concluded that the proposed research model fits the data reasonably.

TABLE 6.16. PATH ANALYSIS DIAGRAM : SHOWING GOODNESS-OF-FIT INDICES AND MEASURES TO VALIDATE SEM OF TEAM CLIMATE FACTOR ITS RELATIONSHIP WITH FACTORS OF TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**186**	
Chi-square *(Chi)*	**413.313**	**P value=0.00 sig.**
Chi-square (Chi)/df	**2.22.chi/df**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.070**	< **0.08** (Garson, 2007)
90 Percent Confidence Interval for RMSEA	**0.061-.079**	between 0 and 1
Root Mean Square Residual (RMR)	**.019**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.855**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.82**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**0.943**	**greater than 0.7**

For the model, the discrepancy divided by degrees of freedom is 413.313 / 186 = 2.22. With approximately 90 percent confidence, the population RMSEA for the model is between .061 and .079. PCLOSE = .000 for the model. Under the hypothesis of "close fit" (i.e., that RMSEA is no greater than .05 in the population), the probability of getting a sample RMSEA as large as .070 is .000. RMR = .019 for the model. GFI = .855 for the model. PGFI = .689 for the model. The model fitting process involves determining the goodness-of fit between the hypothesized model and the sample data. Goodness of fit (GOF) indicates how well the specified model reproduces the observed covariance matrix among the indicator items (i.e. the similarity of the observed and estimated covariance matrices).

6.16.1 Variable counts (Group number 1)

Number of variables in model:	45
Number of observed variables:	21
Number of unobserved variables:	24
Number of exogenous variables:	24
Number of endogenous variables:	21

Table 6.16.2. Counting up the unknown factors in the model

	Weights	Covariance	Variances	Means	Intercepts	Total
Fixed	24	0	0	0	0	24
Labeled	18	3	24	0	0	45
Unlabeled	0	0	0	0	0	0
Total	42	3	24	0	0	69

Counting up the unknown factors in the model, it can be seen that there are 45 factors to be estimated (18 regression weights, 3 co variances and 24 variances) The degrees of freedom is positive (186), thus it is an over-identified model.

6.16.3 Computation of degrees of freedom (Model Number 2)

Number of distinct sample moments:	231
Number of distinct factors to be estimated:	45
Degrees of freedom (231 - 45):	186

The proposed model in this study is an over-identified model with positive degrees of freedom (186) as shown in table 6.16.3. Drawn from the AMOS output. In this model there are 231 distinct sample moments (i.e., pieces of information) from which to compute the estimates of the default model, and 45 distinct factors to be estimated, leaving 186 degrees of freedom, which is positive (greater than zero). Hence the model is an over identified one.

6.16.4. CORRELATIONS: (Group number 1 - model)

Overall Factors		Overall Factor	Estimate
Team Effectiveness1	<-->	Organisational Development	.929
Team Climate	<-->	Organisational Development	.897
Team Climate	<-->	Team Effectiveness1	.931

TESTING STRUCTURAL RELATIONSHIPS

All Sub hypothesis are supporting alternate hypothesis as p value is <.05:

1. **Support for innovation has impact on team climate.**
2. **Participative Safety has impact on team climate.**
3. **Task Orientation has impact on team climate.**
4. **Team Vision has impact on team climate.**
5. **Social Desirable has impact on team climate.**
6. **Communication has impact on team effectiveness.**
7. **Rewards Recognition has impact on team effectiveness.**
8. **Relationships has impact on team effectiveness.**
9. **Purpose and Objectives has impact on team effectiveness.**
10. **Development and Improvement has impact on team effectiveness.**
11. **Problem Solving has impact on team effectiveness.**
12. **Role Clarity has impact on team effectiveness.**
13. **Team Leadership has impact on team effectiveness.**
14. **Collaboration has impact on team effectiveness.**
15. **Team Spirit has impact on team effectiveness.**
16. **Customer Focus has impact on team effectiveness.**
17. **Team Strategies has impact on organisational development.**
18. **Team Procedures has impact on organisational development.**
19. **Team Membership has impact on organisational development.**
20. **Team Interaction has impact on organisational development.**
21. **Team Outcome has impact on organisational development.**

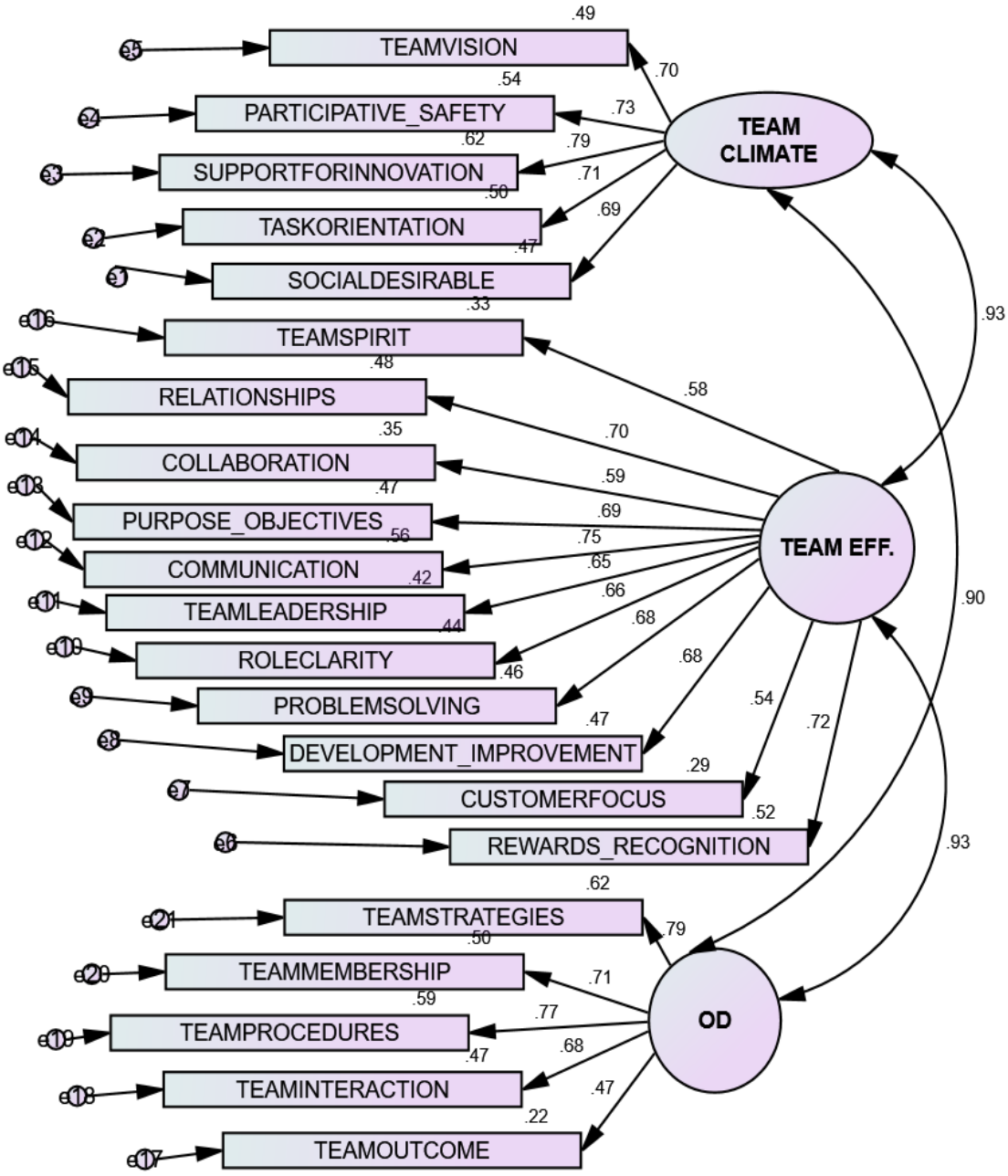
The hypothesized research model exhibited good fit with observed data as mentioned above. All the 21 hypothesized paths are significant (p value <0.001), and hence they all were supported. The standardized regression weights of the output and result of the sub hypotheses testing providing support for hypotheses HI through H21 is presented in table 6.17.

TABLE 6.17. AMOS OUTPUT EXTRACT: STANDARDIZED REGRESSION ESTIMATES OF THE HYPOTHESES OF TEAM CLIMATE, TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.

H	Factors	Path (Impact On)	Overall Variables	Path coefficients (βvalue)
1	Support For Innovation	<---	Team Climate	**.787**
2	Participative Safety	<---	Team Climate	**.733**
3	Task Orientation	<---	Team Climate	**.707**
4	Team Vision	<---	Team Climate	**.703**
5	Social Desirable	<---	Team Climate	**.688**
6	Communication	<---	Team Effectiveness1	**.747**
7	Rewards Recognition	<---	Team Effectiveness1	**.718**
8	Relationships	<---	Team Effectiveness1	**.695**
9	Purpose and Objectives	<---	Team Effectiveness1	**.686**
10	Development and Improvement	<---	Team Effectiveness1	**.683**
11	Problem Solving	<---	Team Effectiveness1	**.680**
12	Role Clarity	<---	Team Effectiveness1	**.662**
13	Team Leadership	<---	Team Effectiveness1	**.645**
14	Collaboration	<---	Team Effectiveness1	**.591**
15	Team Spirit	<---	Team Effectiveness1	**.578**
16	Customer Focus	<---	Team Effectiveness1	**.542**
17	Team Strategies	<---	Organisational Development	**.785**
18	Team Procedures	<---	Organisational Development	**.771**
19	Team Membership	<---	Organisational Development	**.710**
20	Team Interaction	<---	Organisational Development	**.685**
21	Team Outcome	<---	Organisational Development	**.467**

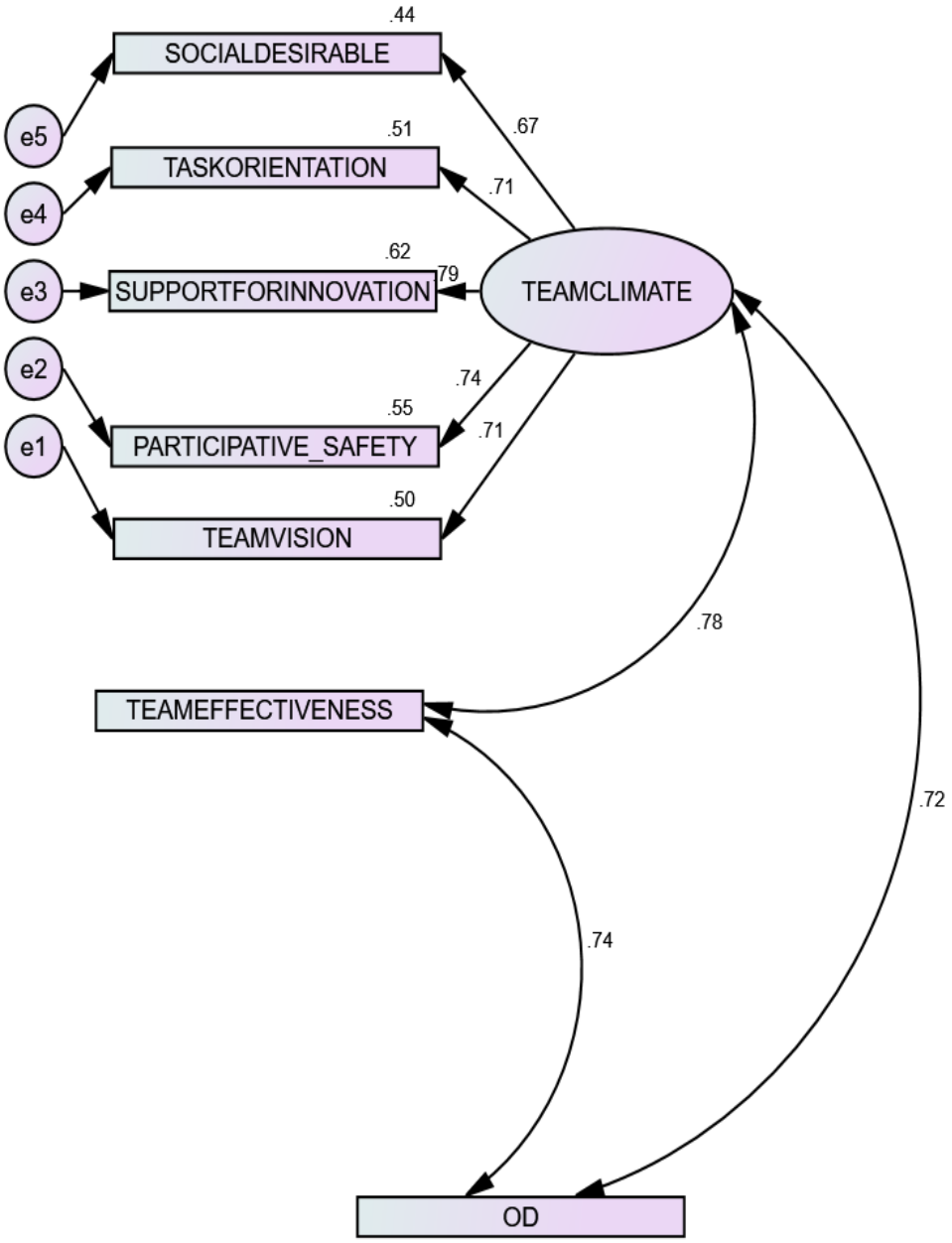
In summary of the research, a theoretical model was proposed for establishing a research model that gives a good understanding of factors that influence team climate its relationship with team effectiveness and Organisational Development. The hypothesized research model exhibited good fit with observed data as mentioned earlier. The path estimates in the structural model and variance explained (value) in each dependent variable were significant. All the 21 hypothesized paths were supported at $p<0.01$. The standardized regression weights of the output and result of the hypotheses tests provide support for hypotheses HI through H21.

FIGURE 6.9 SHOWING PATH ANALYSIS DIAGRAM OF TEAM CLIMATE ITS RELATIONSHIP WITH TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.



TEAM CLIMATE ITS RELATIONSHIP WITH TEAM EFFECTIVENESS (TEAM EFF.) AND ORGANISATIONAL DEVELOPMENT (OD) CHISQUARE=413.313, RMSEA=.070, RMR=.019, GFI=.855, NFI=.855, CFI=.914

FIGURE 6.10. PATH ANALYSIS DIAGRAM OF INDIVIDUAL FACTORS INFLUENCING OVERALL TEAM CLIMATE ITS RELATIONSHIP WITH OVERALL TEAM EFFECTIVENESS AND OVERALL ORGANISATIONAL DEVELOPMENT.



MODEL 1: TEAM CLIMATE RELATIONSHIP WITH TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT (OD)
CHISQUARE=27.224
RMSEA=.066
RMR=.010

TABLE 6.18. SHOWING GOODNESS-OF-FIT INDICES AND MEASURES TO VALIDATE SEM OF INDIVIDUAL FACTORS INFLUENCING OVERALL TEAM CLIMATE ITS RELATIONSHIP WITH OVERALL TEAM EFFECTIVENESS AND OVERALL ORGANISATIONAL DEVELOPMENT.

The Path Analysis Diagram of individual Factors Influencing overall Team Climate Its Relationship with overall Team Effectiveness and overall Organisational Development model fitting process involves determining the goodness-of fit between the hypothesized model and the sample data. Goodness of fit (GOF) indicates how well the specified model reproduces the observed covariance matrix among the indicator items (i.e. the similarity of the observed and estimated covariance matrices).

Specific Index	**Observed values**	**Recommended Values**
Degrees of Freedom *(df)*	**13**	**P value .012**
Chi Square *(Chi)*	**27.224**	**P value=0.00 sig.**
Chi Square (Chi)/df	**2.094**	*Chi/df less* than 3.0
Root Mean Square Error of Approximation (RMSEA)	**0.066**	**< 0.08** (Garson, 2007)
90 Percent Confidence Interval for RMSEA	**.030-0.1**	between 0 and 1
Root Mean Square Residual (RMR)	**.010**	**<0.1 (Garson, 2007)**
Goodness of Fit Index (GFI)	**.970**	>0.0
Adjusted Goodness of Fit Index (AGFI)	**.934**	**Between 0 and 1 (Garson, 2007).**
Cronbach's Alpha	**0.890**	**greater than 0.7**

For the model, the discrepancy divided by degrees of freedom is 27.224/13 = 2.094. With approximately 90 percent confidence, the population RMSEA for the model is between .030 and .10.RMSEA= 0.066, RMR = .010 for the model. GFI = .970 for the model. AGFI = .934 for the model.

6.18.1. Variable counts (Group number 1)

Number of variables in model:	45
Number of observed variables:	21
Number of unobserved variables:	24
Number of exogenous variables:	24
Number of endogenous variables:	21

Table 6.18.2. Counting up the unknown factors in the model

	Weights	Covariance's	Variances	Means	Intercepts	Total
Fixed	24	0	0	0	0	24
Labeled	18	3	24	0	0	45
Unlabeled	0	0	0	0	0	0
Total	42	3	24	0	0	69

Counting up the unknown factors in the model, it can be seen that there are 45 factors to be estimated (18 regression weights, 3 co variances and 24 variances) The degrees of freedom is positive (186), thus it is an over-identified model.

6.18.3. **Computation of degrees of freedom (Default model)**

Number of distinct sample moments:	28
Number of distinct factors to be estimated:	15
Degrees of freedom (28 - 15):	13

6.18.4. Result (Default model)

- Minimum was achieved
- Chi-square = 27.224
- Degrees of freedom = 13
- Probability level = .012

The factors influencing overall team climate its relationship with overall team effectiveness and overall organisational development proposed model in this study is an over-identified model with positive degrees of freedom (13) as shown in table 6.9.1 drawn from the AMOS output. In this model there are 28 distinct sample moments (i.e., pieces of information) from which to compute the estimates of the default model, and 45 distinct factors to be estimated, leaving 13 degrees of freedom, which is positive (greater than zero). Hence the model is an over identified one.

TABLE 6.19. STANDARDIZED REGRESSION WEIGHTS TEAM CLIMATE FACTORS AND OVERALL TEAM CLIMATE

Factors of Team Climate		Factor	Estimate
Support For Innovation	<---	Team Climate	.789
Participative Safety	<---	Team Climate	.745
Task Orientation	<---	Team Climate	.711
Team Vision	<---	Team Climate	.708
Social Desirable	<---	Team Climate	.666

TABLE 6.20. CORRELATIONS: (TEAM CLIMATE FACTORS AND OVERALL TEAM CLIMATE RELATIONSHIP WITH TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.

Hypothesis	Factor		Correlated with factors	Estimate	Supported Alternate hypothesis
1	Team Climate	<-->	Team Effectiveness	**.776**	yes
2	Team Effectiveness	<-->	Organisational Development	**.743**	yes
3	Team Climate	<-->	Organisational Development	**.723**	yes

TESTING STRUCTURAL RELATIONSHIPS

The hypothesized research model exhibited good fit with observed data as mentioned above. The path estimates in the structural model and variance explained (value) in each dependent variable. All the 3 hypothesized paths are significant (p value <0.001), and hence they all were supported alternate hypothesis and rejected null hypothesis. The standardized regression weights of the output and result of the hypotheses testing providing support for hypotheses HI through H3 is presented in table 6.9.2.5.

The null hypothesis stated as below:

Ho (1): Team Climate had no relationship with Team Effectiveness.

Ho (2): Team Climate had no relationship with Organisational Development.

Ho (3): Team Effectiveness had no relationship with Organisational Development

Above stated all hypothesis are rejected and alternate hypothesis are accepted that Team climate had positive relation with team effectiveness. Team climate had positive relationship with Organisational Development., Team effectiveness had positive relationship with Organisational Development with correlation coefficient r= 0.776, 0.723, 0.743 respectively.

TABLE 6.21. OVER ALL RELIABILITY STATISTICS OF OVERALL TEAM CLIMATE RELATIONSHIP WITH TEAM EFFECTIVENESS AND ORGANIZATIONAL DEVELOPMENT:

Reliability Statistics		
Factors (items)	Cronbach's Alpha	N of Items
Overall	**.970**	**88**
Team climate	**.911**	**35**
Team effectiveness	**.942**	**33**
Organisational Development	**.907**	**20**

Reliability statistics:

The case processing summary table shows that out of 88 observations all 88 observations are included in analysis .the Value of Cronbach's Alpha is .970 and the numbers of items (questions) are 88. Since the value of Alpha is higher than the accepted (.9) it rejected the null hypothesis and the instrument is reliable and can be used with other statistical procedures for further investigation.

The case processing summary table shows that out of 35 observations all 35 observations are included in the analysis for team climate. The Value of Cronbach's Alpha is .911 and the numbers of items (questions) are 35. Team effectiveness total items 33 with Cronbach's α=0.942 and Organizational development total items 20 with Cronbach's α=0.907. Since the value of Alpha is higher than the accepted (.9) it reject the null hypothesis and the instrument is reliable and can be used with other statistical procedures for further investigation.

In summary of the section, a theoretical model was proposed for establishing a research model that gives a good understanding of factors that influence team climate its relationship with team effectiveness and Organisational Development. The hypothesized research model exhibited good fit with observed data as mentioned earlier.