CHAPTER 5

FINDINGS, CONCLUSIONS, SUGGESTIONS

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This chapter deals with the findings regarding the team climate, team effectiveness and organisational development factors. In the following subsections of this chapter, those major findings are recalled and summarized for interpretations and drawing conclusions.

FINDINGS: Part I –(A)DEMOGRAPHIC AND ORGANISATIONAL DETAILS:

Section A. 1: Manufacturing industries:

- In Anand district, respondents with various background from manufacturing Industries of Anand Districts 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%). Panchmahal districts manufacturing industries with Polycab wires, Inabensa Bharat Pvt.Ltd, Future Tyres Pvt.Ltd. with respondents as respectively as 25(10%), 27(10.8%), 23(9.2%.)

  Respondent proportion as per districts

- Anand district proportion is 38.4% of 96 respondents 3 industries,

- Vadodara district with respondents proportion as 31.6 % with 79 respondents 3 industries,

- Panchmahal districts with respondents proportion as 30 % with 65 respondents 3 industries.

Section A. 2: Demographic and organisational details of respondents:

- The many of respondents belong to medium age group of 30-40 age with 100 (40%)while a small number of respondents fall in 50-60 age are with 23(9.2%).

- The majority of the respondents are 72(28.8%) earn the salary between 10,000-20,000 Rs per month while a small number of respondents ranges their salary between up to 10,000 pm with 13 (5.2%).

- Most of the respondents are male with 241(96.4%) while Female with 9(3.6%)

- Most of the respondent are married with 198 (79.2%)

- The many of the respondents are with Bachelor's Degree with 107 (42.8%) while SSC with 7(2.8%).

- The majority of respondents work experience fall in the range between 10-15 with 67(26.8%) while a small number of respondents work experience range 20-25 years with 10(4%).

- Majority of the respondents are from Production department with 61(24.4%) and a small number of respondents are from Administration department and Packaging Dept with 4(1.6%)

- Majority of respondents are having Supervisor Designation 65(26%)

- Majority of respondents are having their role in more than 2 teams at a time with 134(53.2%) and a small number are their role more than in 4 teams with 4 (1.6%)

SECTION 1A. TEAM CLIMATE:

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

1. The most of the respondent with 174(69.6%) agreed on the statement that the team had a clear vision of what they supposed to do and while a small number of the respondent with 6 (2.4) % of respondents strongly disagreed with the statement.

2. The majority of respondent agreed with 159 (63.6%) on the statement that team's activities are guided by a clear mission statement while few of respondent strongly disagreed with 3(1.2) % of respondents and some are neutral with19 (7.6%).

3. The many of them are agreed with 155(62%) that the team's goals are closely aligned with the goals of the organization, 23(9.2) % are neutral with it whereas, while the small number of the respondents i.e. 1(0.4) % strongly disagree with it.

4. The mostof them are agreed with 157(62.8%) that the team has adequate skills and with member resources to achieve its goals. i.e. 19 (7.6) % are neutral with it whereas, a small number of the respondents disagree 5(2.0) %.

5. The majorly respondent agreed with 158 (63.2) said that everyone on the team had a clear and vital role for the achievement of goals. i.e. 17(6.8) % are neutral with it whereas, few of the respondents with 1(0.4) % strongly disagree.

6. The many of respondent said that whatever decision are taken by keeping in mind the vision and the strategies of the team should fit with the management decision i.e. 146(58.4) % are agreed with it whereas, few of the respondents with (1) 0.4% strongly disagreed.

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

1. The many of the respondent 159 (63.6) % agreed on the statement that they keep in regular contact with each other while a small number of the respondents strongly disagreed with it with 5(2.0) %.

2. 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 and a lesser number of the respondents strongly disagree with 1 (0.4)%.

3. 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 a time limit while a few number of the respondents strongly disagree with 4(1.6) %.

4. The majority of the respondent 131 (52.4) % agreed on the statement that People keep each other informed about work-related issues in the team and a slight number of the respondents strongly disagree with 1(0.4) %.

5. The most of the respondent the team members as respondents said that 149(59.6) % agreed on the statement that team share information generally in the team rather than keeping it to themselves while a few number of the respondents with 2 (0.8 %) are strongly disagree.

6. The majority of the respondent as the team agreed with 150 (60) % on the statement that as a team member they are comfort accepting procedural suggestions other team members while a small number of the respondents with 3 (1.2)% are disagree.

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

1. The maximum number of team members agreed with 147 (58.8) % on the statement that Team members provide practical support for new ideas and their application while a few number of the respondents with 6 (2.4) % are strongly disagree.

2. The majority of the respondent in the team agreed that in team time needed to develop new ideas and they get support for it 147 (58.8) % while a small number of the respondents strongly disagree with 2 (0.8) %.

3. The many of the respondent agreed with statement team are open and responsive to change with 155(62) % while a small number with 3 (1.2 %) of the respondents strongly disagree.

4. The most 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 and a small number of the respondents are strongly disagree about 2 (0.8) %.

5. 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 while a small number of the respondents strongly disagree with 1(0.4) %.

6. The many of the respondent as team support for innovation through improving work processes 135 (54) % agree on the statement and a small number of the respondents strongly disagree with 3 (1.2) % that they regularly take time to consider ways of improving our teams work processes

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

1. 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 and a small number of the respondents disagree with 6 (2.4) % on the statement.

2. The most of the respondent as team members agree with 173(69.2) % on the statement that the team members are oriented about their role while a small number of the respondents as team members disagree with 9(3.6) %.

3. The many 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 while team members in a small number of the responded disagree with 4(1.6) %.

4. The most 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 while a small number of the respondents strongly disagree with 3(1.2) %.

5. 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 while a small number of the team members as respondents strongly disagree with 1(0.4) %.

6. The most 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 while a small number of the team member as respondents disagree with 1(0.4) %.

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

1. The most of the respondent as team member agree with 138(55.2) % agree that the People feel understood and accepted by each other while a small number of the respondents strongly disagree with (3.2) %.

2. The many 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 are listened to, even if they are in minority while team member disagree with the statement as a small number of the respondents with 14(5.6) %.

3. 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 are in it together while a small number of the respondents strongly disagree with 4 (1.6) %.

4. The most 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 while a small number of the respondents said they disagree with 9(3.6) %.

5. The maximum number of the respondent as team member said that they agree with 154 (61.6) % on the statement that the Team has a strong sense of helpfulness for each other in work-related matters while a small number of the respondents disagree with 3(1.2) %.

6. The most 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 while few as a small number of the respondents disagree with 5(2) %.

I.A.6. TEAM STABILITY / LONGEVITY

1. The majority 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 had and few of the respondents said that they strongly disagree with 16 (6.4) %.

2. The many of the respondent as team member stated that they agree 120 (48) % on the statement that team was most team amongst another team of other department and a lesser number of the respondents stated that they strongly disagree with 2 (0.8) %.

I.A.7. SHARED LEADERSHIP

1. 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 while a small number of the respondents disagree with 4(1.6) %.

2. The majority of the respondent as team member stated that they agree with133 (53.2) % on the statement that Team leader influences on participation safety and innovation aspects while few of the respondents disagree with 18 (7.2) %.

3. The most of the respondent as team member said that they are agreed about 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) %.

SECTION B: TEAM EFFECTIVENESS

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

1. The most of the respondent revealed that they agree with 160(64) % on the statement that team spirit of team is based on creating a positive team atmosphere within the team while a small number of the respondents stated that they disagree with 1(0.4%), strongly disagree with 7(2.8) % .

2. 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 while some as team members revealed that they disagree with 2(0.8%) as a small number of the respondents.

3. 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.

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

1. The most of the respondent with 123(49.2%) agree that as team member they support and appreciate each other while 12 (4.8) % respondent as team disagrees with the statement.

2. The majority of the respondent with agree 126 (50.4) % on the statement that team members trust and respect each other while a small number of the respondents disagree 3 (1.2) %.

3. 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 while a small number of the respondents strongly disagree with 2(0.8) %.

I.B.3. COLLABORATION & DELIVERY: The team works together

1. The many of the respondent 136 (54.4%) that they can work under pressure with collaboration, a small number of the respondents strongly disagree 6(2.4) % with the statement while 58 (23.2%) are neutral about statement.

2. 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 while few of the respondents 1(0.4) % disagrees with the statement.

3. The majority of the respondent revealed as teams revealed 151 (60.4) % on the statement that team members believe that they are account for their work while a small number of the respondents 1(0.4) % disagree as well as strongly disagree with the statement.

I.B.4. PURPOSE AND OBJECTIVES: clear understanding of Vision and Mission

1. 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 while a small number of the respondents disagree 17 (6.8) %

2. The most of the respondent reveals that 142(56.8) % agree on the statement that team members believe that they are committed to their team objectives while a small number of the respondents strongly disagree as well as disagree with 1 (0.4) %

3. 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 while few of the respondents disagree with 4 (1.6) %.

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

1. 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 while a small number in response said to disagree with 7(2.8) % on the statement.

2. 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) and a lesser number of the respondents strongly disagree with 1(0.4%).

3. 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 while a small number of the respondents disagree with 4(1.6) %.

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

1. 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 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%).

2. 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 while a small number of the respondents strongly disagree as well as disagree with 1 (0.4) %.

3. 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 and a small number of the respondents disagree with 3(1.2) %.

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

1. 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 and a small number of the respondents strongly disagree 1(0.4) %.

2. 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 and a small number of the respondents reveals that they are neutral with 11(4.4) %.

3. The majority of the respondent reveals that 150(60) % agree on the statement that team members they are shared about their performance or project task for being effective as a team and a small number of the respondents strongly disagree with 1(0.4) %.

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

1. 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 while a small number of the respondents disagree with 4(1.6) %.

2. 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 and a small number of the respondents disagree with 3(1.2) %.

3. The majority of the respondent reveals that 148(59.2) % agree on the statement that team members take decisions to resolve problems of organization and a small number of the respondents said that they disagree with 2(0.8) %.

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

1. 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 while a small number of the respondents disagree with 3 (1.2) %.

2. 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 and a small number of the respondents strongly disagree with 1(0.4) %.

3. The majority of the respondent depicts that 141(56.4) % agree on the statement that team members create a culture of continuous improvement while a small number of the respondents disagree with 6(2.4) %.

I.B.10. CUSTOMER FOCUS: to understand and meet its customers' expectations.

1. The majority of the respondent stated that 141(56.4) % agree on the statement that team members build effective working relationships with our customers and a small number of the respondents disagree with 2(0.8) %.

2. 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 our customers and a small number of the respondents disagree with 2 (0.8) %.

3. 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 and a small number of the respondents disagree with 2 (0.8) %.

I.B.11. REWARDS AND RECOGNITION

1. 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 and a small number of the respondents strongly disagree with 1(0.4) %.

2. 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 and a small number of the respondents strongly disagree with 1(0.4) %.

3. 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 and a small number of the respondents neutral with 16(6.4) %.

SECTION C: ORGANISATIONAL DEVELOPMENT

I.C.1.TEAM STRATEGIES AND GOALS

1. 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 and a small number of the respondents strongly disagree 10(4.0) %.

2. 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 the team for organizational development and a small number of the respondents strongly disagree with 3(1.2) %.

3. 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 and a small number of the respondents stated that they disagree with 1(0.4) % on the statement.

4. The majority of the respondent are agreed 149 (59.6) % on the statement that team members believe that team was aligned on what had expected of them to achieve their goals and a small number of the respondents 3(1.2) % strongly disagree with the statement.

I.C.2.TEAM MEMBERSHIP AND ROLES

1. 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 and a small number of the respondents strongly disagree with 1(0.4) %.

2. 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 and a small number of the respondents disagree with 6(2.4) %.

3. 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 and a small number of the respondents disagree with 5(2.0) %.

4. 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 and a small number of the respondents disagree with 3(1.2) %.

I.C.3. TEAM PROCEDURES AND PROCESSES

1. 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 and a small number of the respondents strongly disagree with 1 (0.4) %.

2. The most of the respondent as team shared that 155(62) % agree on the statement that team members believe that they shared information effectively for improving work-related matters and a small number of the respondents disagree with it 3(1.2) %.

3. 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 and a small number of the respondents disagree with 2(0.8) %.

4. 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 while a small number of the respondents with 9(3.6) % disagree upon it.

I.C.4. TEAM INTERACTIONS

1. 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 and a small number of the respondents reveals that 4 (1.6) % disagree on the statement.

2. 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 our conflicts constructively and a small number of the respondents states that they disagree statement with 14(5.6) %.

3. The majority of the respondent 135(54) % agree on the statement that team members believe that team members support one another while few disagree as a small number of the respondents with 9(3.6) %.

4. 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 while a small number of the respondents disagree with it 9(3.6) %.

I.C.5.TEAM OUTCOMES

1. 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 and few of the respondents strongly disagree and disagree with 2(0.8) %.

2. The most of the respondent shows that as team members they agree with 172 (68.8) % on the statement that team members believe that team provides institutional leadership to the organization while a small number of the respondents disagree with 2(0.8) %.

3. 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 and a small number of the respondents disagree with 4(1.6) %.

4. 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 and a small number of the respondents are neutral with 17(6.8) % towards statement.

Part I – (B) SECTION II: DEMOGRAPHIC AND ORGANISATIONAL VARIABLES

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

2.1. AGE OF RESPONDENT AND TEAM VISION

- There is high level team vision of 25.6 % (64) are belonging to the age group 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. **There is no significant association between age and team vision.**

2.2. AGE OF RESPONDENT AND PARTICIPATIVE SAFETY

- There is high level participative safety of 21.6 % (54) are belonging to are the age of 30-40 years. It can be interpreted that the Chi-square is not significant. **There is no significant association between Age and Participative Safety.**

2.3. AGE OF RESPONDENT AND SUPPORT FOR INNOVATION

- A high level of Support for Innovation with 24.4 % (61) are the age of 20-30 years **There is a significant association between Age and Support for Innovation. It can be understood that Support for Innovation had a significant association with age, therefore, Support for Innovation had affected with age group of team members.**

2.4. AGE OF RESPONDENT AND TASK ORIENTATION

- A high level of Task Orientation with 24.4 % (61) are the age of 20-30 years. **There is no significant association between Age and Task Orientation.**

2.5. AGE OF RESPONDENT AND SOCIAL DESIRABLE

- A high level of Social Desirable with 20.4 % (51) are the age of 30-40 years. **There is no significant association between Age of respondent and Social Desirable.**

2.6. AGE OF RESPONDENT AND TEAM STABILITY

- Team Stability showed 26.4 % (66) at a high level are belonging to the age of 30-40 years. **There is no significant association between Age of respondent and Team Stability.**

2.7. OF RESPONDENT AND SHARED LEADERSHIP

- Shared Leadership showed 25.6 % (64) at a high level are belonging to the age of 30-40 years. **There is no significant association between Age and Shared Leadership.**

PART 2: TEAM EFFECTIVENESS FACTORS AND AGE OF RESPONDENTS

2.8. AGE OF RESPONDENT AND TEAM SPIRIT

- There is a high level team spirit of 28.4 % (71) are belonging to the age group of 30-40 years. There is no significant association between Age and Team Spirit as p-value is greater than 0.05.

2.9. AGE OF RESPONDENT AND RELATIONSHIPS

- It can be determined perceived Relationships with 21.6 % (71) at a high level are the age of 30-40 years. Chi-square is significant as p value is less than 0.05 and hence there is a significant association between Age and Relationships.

2.10. AGE OF RESPONDENT AND COLLABORATION

- It can be determined perceived Collaboration with 25.2 % (63) at a high level are the age of 30-40 years. There is no significant association between Age and Collaboration.

2.11. AGE OF RESPONDENT AND PURPOSE & OBJECTIVES

- It can be determined that perceived Purpose and Objectives with 23.6 % (59) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is not significant and hence there is no significant association between Age and Purpose and Objectives.

2.12. AGE OF RESPONDENT AND COMMUNICATION

- It can be determined that perceived Communication with 24.8 % (62) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is not significant and hence there is no significant association between Age and Communication.

2.13. AGE OF RESPONDENT AND TEAM LEADERSHIP

- It can be observed that Team Leadership with 26.4 % (66) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significant association between Age and Team Leadership.

2.14. AGE OF RESPONDENT AND ROLE CLARITY

- It can be observed that Role Clarity with 26 % (65) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significant association between Age and Role Clarity.

2.15. AGE OF RESPONDENT AND PROBLEM SOLVING AND DECISION MAKING

- It can be perceived that Problem Solving and Decision Making 24.8 % (62) at a high level are the age of 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.

2.16. AGE OF RESPONDENT AND DEVELOPMENT & IMPROVEMENT

- It can be perceived Development and Improvement with 23.2 % (58) at a high level are the age of 20- 30 years. It can be assumed that the Chi-square is significant and hence there is a significant association between Age and Development and Improvement.

2.17. AGE OF RESPONDENT AND CUSTOMER FOCUS

- It can be perceived Customer Focus with 22.8 % (57) at a high level are the age of 20- 30 years. It can be concluded that the Chi-square is significant and hence there is a significant association between Age and Customer Focus.

2.18. AGE OF RESPONDENT AND REWARDS & RECOGNITION

- It can be observed Rewards and Recognition 26.4 % (66) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significant association between Age and Rewards & Recognition.

2.19. AGE OF RESPONDENT AND TEAM STRATEGIES

- It can be perceived Team Strategies with 22.8 % (57) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significant association between Age and Team Strategies.

2.20. AGE OF RESPONDENT AND TEAM MEMBERSHIP ROLES

- It can be perceived Team Membership Roles with 23.2 % (58) at a high level are the age of 20-30 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.

2.21. AGE OF RESPONDENT AND TEAM PROCEDURES AND PROCESSES

- It can be perceived that Team Procedures and Processes with 22.4 % (56) at a high level are the age of 30-40 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 process.

2.22. AGE OF RESPONDENT AND TEAM INTERACTION

- It can be observed that Team Interactions with 20.4 % (51) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significantly strong association between Age and Team Interactions.

2.23. AGE OF RESPONDENT AND TEAM OUTCOME

- It can be perceived that Team Outcome with 21.2 % (53) at a high level are the age of 30-40 years. It can be interpreted that the Chi-square is significant and hence there is a significantly strong association between Age and Team Outcome.

II.D. EDUCATION QUALIFICATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANISATIONAL DEVELOPMENT FACTOR

- There is a significantly strong association between education and Team Vision, Participative Safety, and Support for Innovation and Task Orientation.
- There is a significantly strong association between education and Relationships, Communication, Team Leadership, Problem Solving, Development Improvement, Rewards Recognition. 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.

- There is a significantly strong association between education and Team Strategies, Team Membership Roles, Team Procedures and Processes, Team Interaction and Team Outcome. Education qualification have significant association that had high level of influence on Organisational development of manufacturing industries.

II.E. DESIGNATION AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANISATIONAL DEVELOPMENT FACTOR.

- There is no significant association between Designation and Team climate. Thus it can be stated that Out of 65 respondent as Supervisor Designation only 57 (22.8%) showed high-level team climate within manufacturing industries.

- There is a significantly strong association between Designation and Team effectiveness. Thus 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.

- There is a significantly strong association between Designation and Organisational Development (OD).

- There is a significant strong association between **Designation and Team climate with team effectiveness.** Thus 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.

- There is significant strong association between **Designation and Team climate with Organisational Development**. Thus it can be stated that Out of 57 (22.8 %) respondent as executive only 29 (11.6%) showed high-level of team climate has significant association with designation with high level of Organisational development within manufacturing industries.

II.F. DEPARTMENT AND PERCEIVED ASSOCIATION WITH REFERENCE TO TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANISATIONAL DEVELOPMENT FACTOR.

- **Team climate has no significant association with departments** as p-value is greater than 0.05 within manufacturing industries.

- **There is a significantly strong association between departments and team effectiveness.**

- it can be showed that out of 61 (24.4 %) respondent Production department only 44 (17.60 %) showed high-level **organisational development that has a significant association with departments** as p-value is greater than 0.05 within manufacturing industries.

II.G. WORK EXPERIENCE OF RESPONDENT AND FACTORS OF TEAM CLIMATE, TEAM EFFECTIVENESS, AND ORGANISATIONAL DEVELOPMENT FACTOR.

- There is a significant association between work experience and team vision and participative safety respectively.

- There is no significant association between work experience and support for innovation, task orientation, and social desirable.

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

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

II.H. TEAM RESPONSE AS PER THEIR DISTRIBUTION IN DISTRICT AND INDUSTRIES.

Anand district industries mostly showed the High level of team Climate with 16 (22.8%). As per the Anand industries,

- it showed Anupam industries Ltd showed the High level of team climate with 8 Teams (11.4%) 100% overall within all industries,

- In Elecon it was observed the high level of team climate as per 10 teams (14.4 %).

- GMM Pfaudler Ltd. It was observed High level of team climate as per 7 teams (9 %).

Vadodara district industries mostly showed the High level of team climate with 19 (27.2%). As per the Vadodara district industries,

- It showed Base metal industries Ltd showed High level of team climate with 7 Teams (10.0%) 100% within all industries of Vadodara District as per response obtained.

- In Bundy India Automotive Ltd it was observed High level of team climate as per 6 teams (8.6 %).

- At FAG bearing Ltd. It was observed High level of team climate as per 6 (8.6 %).

Panchmahal district industries mostly showed the High level of team climate with 18 (25.2 %). As per the Panchmahal District industries,

- It showed Polycab wires Ltd showed High-level team climate with 6 Teams (8.6 %).

- In Future Tyres, it was observed the High level of team climate as per 5 Teams (7.2 %), while at Inabensa Bharat Pvt.Ltd.

- It was observed the High level of team climate as per 7 (10 %) 87.5 % within all industries of Panchmahal district as per response obtained.

Team climate level as per their distribution in industries at selected districts.

- 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,

- 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 %).

- 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 %).

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 %),

Team effectiveness level as per their distribution in industries at selected districts.

- 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%).

- 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%).

- 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%).

Team effectiveness level as per their distribution in industries at selected districts. N=250.

- 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 %).

- 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 %).

- 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 %), **The Chi- Square is significant as p-value is less than α=0.05. Therefore there is a significant association between team effectiveness and industries of selected district.**

Organisational development level as per their distribution in industries at selected districts. N=70 teams.

- It can be interpreted that Anand district industries mostly showed high level of organisational development. As per the Anand district industries it showed Anupam industries ltd showed 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%).

- Vadodara district industries mostly showed high level of organisational development. As per the Vadodara district industries it showed Base metal industries ltd showed high level of organisational development with 7 Teams (10.0%). FAG bearing ltd. It was observed high level of organisational development as per 7 (10.0 %).

- It can be interpreted that Panchmahal district industries mostly showed high level of organisational development. As per the Panchmahal district industries it showed Polycab wires ltd showed high level of organisational development with 5 Teams (7.1 %), In Future Tyres it was observed 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 %).

Organisational development level as per their distribution in industries at selected districts. N=250 teams.

- Anand district industries mostly showed the high level of organisational development. At 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 %).

- Vadodara district industries mostly showed the high level of organisational development with. It showed at Base metal industries Ltd showed the high level of organisational development with 24 (96%) while at FAG bearing Ltd. It was observed high level of organisational development as per 24 (82.8 %).

- 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 %).

SECTION III: TEAM CLIMATE

3.1. Descriptive statistics showing mean and standard deviation of team climate factors as per the team and individual respondents as team members.

It was observed that most of the std. the deviation is nearer to mean. It can be interpreted that as per team descriptive statistics state that means is reliable for further statistics.

3.2. Correlation between the variables of team climate factors as per the team respondents (N=70)

- There is a linear positive correlation between **participative safety with team vision, support for innovation and task orientation.**

- There is a linear positive correlation between **support for innovation with team vision, participative safety, task orientation, as well as social desirable**.

- There is linear positive correlation between **task orientation with participative safety as well as social desirable**

- There is a linear positive correlation between **social desirable with support for innovation as well as task orientation.**

3.3. Correlation between the variables of team climate factors as per the team respondents (N=250) **. Correlation is significant at the 0.01 level (2-tailed).

- There is a linear positive correlation between team vision with participative safety as well as support for innovation.

- There is a linear positive correlation between participative safety with team vision, support for innovation and task orientation.
- There is a linear positive correlation between support for innovation with team vision, participative safety, task orientation, as well as social desirable. There is linear positive correlation between task orientation with participative safety support for innovation as well as social desirable
- There is a linear positive correlation between social desirable with support for innovation as well as task orientation.

3.4. **Regression analysis between the variables of team climate factors (N=250)**

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. The value of R- the square is 0.529, while adjusted R- the square is 0.519.Moreover, as shown in 3.3.3, the overall model to predict team climate is statistically significant (F-value = 54.727, p =0.00). P value is less than 0.05 alternate hypothesis is accepted, 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 team climate considerably.

3.5. Confirmatory Factor Analysis of team climate

i) Team Climate Factor Analysis

This has generated five eigenvalues 5.934, 1.665, 1.315, 1.156, and 1.107. All the eigenvalues are greater than 1.0.

Rotated component matrix shows varimax factor loading for the team climate.

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, 2. Participative safety, 3. Team vision, 4. Support For innovation, 5.Task orientation, initially exploratory factor analysis was done with five factors such as vision, task orientation, participative safety, social desirability and support for innovation of team climate to observe the factor loadings. Social desirability Factor loading was higher amongst all team climate factor which was 0 .823, while support for innovation 0.816, task orientation had also shown influence on team climate least was shown by team vision.

Goodness of fit indices for model measurement for team climate

For the model, the discrepancy 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. 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. Hence, the model is accepted. 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.

SECTION IV: TEAM EFFECTIVENESS AND ITS FACTORS

4.1. Respondents distribution of mean and standard deviation as per team and individual respondents

Std. the 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 was nearer to mean of the variables.

4.2. Inter correlation between the variables of team effectiveness. n=70 teams

- 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.

- There is a linear positive correlation between **team spirit as well as development** and **improvement**.

- There is a linear positive correlation between **relationship with purpose and objective, communication, team leadership, role clarity, problem-solving, development and rewards & recognition** **. Correlation is significant at the 0.01 level (2-tailed).

- There is a linear positive correlation between **team leadership with relationship, purpose and objective, communication, role clarity, development and rewards & recognition.** **. Correlation is significant at the 0.01 level (2-tailed).

4.3. Inter Correlation between the Variables of Team effectiveness. N=250 respondents.

- 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.

- There is a linear positive correlation between **communication with team spirit, relationship, collaborative, purpose and objective, team leadership, role clarity, problem-solving, development, reward**.

- 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 a linear positive correlation between communication with team spirit, relationship, collaborative, purpose and objective, team leadership, role clarity, problem-solving, development, reward and recognition. 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. N=250.

4.4. Regression analysis between the variables of team effectiveness. N=250respondents.

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, and communication. The value of R- the square is 0.70.8, while adjusted R- the square is 0.695.Moreover, as shown in 4.4.3, the overall model to predict team effectiveness is statistically significant (F-value = 52.496, p =0.00). P value is less than 0.05. 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.

4.5. Factor analysis for team effectiveness.

The overall descriptive statistics for team effectiveness show std. the deviation is nearer to mean. Variables **team spirit, communication, team leadership, customer focus, reward and recognition** were nearer to the mean

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) are considered. Constructs demonstrate communalities of each of the construct's items greater than 0.6, an access 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. The total variance explained 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 rotates more than one component, as shown in total variance explained. This has generated five eigenvalues 7.6311.467, 1.452, and 1.060. All the eigenvalues are greater than 1.0.

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**

SECTION V: ORGANIZATIONAL DEVELOPMENT (OD) AND ITS FACTORS
5.1. Descriptive Statistics Mean and Standard Deviation of OD.

Std. deviation is nearer to mean. Variables Team Strategies, Team Membership Roles, Team Procedures & Processes, Team Outcome were nearer to the mean as per the team distribution while in individual distribution Team Membership Roles, Team Procedures & Processes, Team Outcome were nearer to mean of the variables.

5.2. Correlation between the variables of organisational development. N=70 teams

- There is a linear positive correlation between **team interaction with team membership roles, team procedures and processes, team outcome and organisational development.**

5.3. Correlation between the variables of organisational development. N=250respondents

- 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.**

- There is a linear positive correlation between **team procedures and processes with team strategies, team membership roles, team interactions, and team outcome.**

5.4. Regression analysis between the variables of organisational development. N=250respondents

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. The value of R-square is 0.70.8, while adjusted R- the square is 0.695. The overall model to predict organisational development is statistically significant (F-value = 103.156, p =0.00). P value is less than 0.05. 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.

5.5. Factor analysis of organisational development factors

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.Constructs with items having low communalities (below 0.5) variable item is discarded except team outcome with 2 items. Low communality values means the variables are not well-defined by the factors. The total variance explained 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 rotates more than one component. This has generated four Eigenvalues 5.829, 1.314, 1.221, 1.003 All the Eigenvalues are greater than 1.0. 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 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).

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

Components of Organisational Development:

1. Component 1. Team Strategies and Roles

2. Component 2. Team interactions

3. Component 3. Team Outcomes

4. Component 4. Team Processes and Procedures

- Team Interactions variables with items statement The team is cohesive and speaks in one voice to external stakeholders showed highest factor loading compared to other 0.859, Team members support one another with factor loading 0.713

- Team Processes variables with items statement that Team members share ownership of setting the team's work agenda showed factor loading 0.834, Team is clear about decision-making processes and follows them showed factor loading.0.755

- Team Strategies variables with items statement that goals are clear to my team showed factor loading 0.818, variables with items statement organization's (or departments, etc.) strategy is clear to my team showed factor loading 0.731

- Team Outcomes variables with items statement showed factor loading on item Team members is satisfied with the team's performance is 0.790 The team provides institutional leadership to the organization showed factor loading 0.731

SECTION VI: HYPOTHESIS TESTING

6.1. Relationship between team climate and team effectiveness respondents' 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.

- 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. **Thus team vision showed strong positive relation with team effectiveness among other variable.**

- 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. Individual respondents have a similar response but with slightly lower correlation coefficient.

6.2. Correlation between the variables of team effectiveness with overall team climate and overall organisational development. N=70 teams, N=250 respondents as team members.

It can be said that team effectiveness factor was a strongly positive correlation with overall team climate, team effectiveness, and organisational development.

- Team effectiveness variables collaboration, purpose and objectives, communication, and reward had a positive relationship with team climate as p-value is less than 0.05 and all values are nearer to 1.

- Purpose and objectives, reward, development and customer focus and communication were strongly positively correlated with organisational development.

6.3. Correlation between the variables of organisational development with overall team climate, overall team effectiveness, and overall organisational development. N=70 teams, N=250 respondents as team members.

- There is a 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,**

- There is a linear positive correlation between **team strategies and team membership, the correlation coefficient is. .821**, .714**, n=70 teams with overall team effectiveness.**

- **Team membership roles and team interaction with correlation coefficient are. .838**, .812** with overall 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).

6.4. Inter correlation between the variables of team effectiveness. N=70 teams

- It can be clearly observed that team climate have a 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 a strong positive relationship with team effectiveness and organisational development.**

- 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.

6.5. Regression analysis between the variables of team climate factors and team effectiveness (N=250)

The team climate variables had influence on team effectiveness as 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 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- the square is 0.584, while adjusted R- the square is 0.767.

Overall model to predict team climate variables is statistically significant (F-value = 46.434, p =0.00). P value is less than 0.05. 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.

summary of supported or not supported of all the sub-null hypotheses mentioned below of overall team climate with team effectiveness and team climate variables on overall team effectiveness.

H1: There is no significant impact of team climate variables individually on team effectiveness in manufacturing industries teams. Null hypothesis was accepted as p-value >0.05

H2 (a): There is no significant impact *of vision* as a dimension of team climate on team effectiveness in manufacturing industries teams. **Null hypothesis was not accepted as p-value < 0.05**

H3 (b): There is no significant impact *of task orientation* as a dimension of team climate on team effectiveness in manufacturing industries teams. Null hypothesis was accepted as p-value > 0.05

H4 (c): There is no significant impact *of support for innovation* as a dimension of team climate on team effectiveness in manufacturing industries teams. **Null hypothesis was not accepted as p-value < 0.05**

H5 (d): There is no significant impact *of participative safety* as a dimension of team climate on team effectiveness in manufacturing industries teams. Null hypothesis was accepted as p-value > 0.05

H5 (e): There is no significant impact *of social desirable* as a dimension of team climate on team effectiveness in manufacturing industries teams. **Null hypothesis was not accepted as p-value < 0.05.**

6.6. Regression analysis between overall team climate and team effectiveness (N=250)

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 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- the square is 0.745, while adjusted R- the square is 0.742. The overall model to predict team effectiveness is statistically significant (F-value = 198.951, p =0.00). P value is less than 0.05. It Indicates that Team climate had influence on team effectiveness by 1.183 unit which is significant as p value is lesser than 0.05.

6.7. Path analysis model of team climate overall factors and its impact on overall team effectiveness.

It revealed that task orientation was having a strong positive correlation with support for innovation, participative safety and team vision with correlation coefficient r= 0.975, 0.940, and 0.899 respectively.

6.8. Regression analysis model of team climate and organisational development

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. 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. Beta coefficient team vision, participative safety, support for innovation, task orientation, social desirable with an increase in units of organizational development respectively. 0.736, 0.601, 0.705, 0.631, 0.481 units.

6.9. Regression analysis model of team effectiveness factors and overall organisational development.

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. Organisational development is statistically significant (F-value = 17.366, p =0.00). P value is less than 0.05. These estimates will tell about that 1 unit increased dependent value organisational development that would be predicted by 1 unit increase independent value team effectiveness beta value .0450

6.10. Regression analysis model of overall team effectiveness and overall organisational development.

The value of R2 is 0.651, which means 65.1 % of the variance in Organisational Development can be explained by variation overall team effectiveness. Organisational development is statistically significant (F-value = 127.060, p =0.00). P value is less than 0.05.

6.11. Path analysis diagram of team climate its relationship with Organisational Development. The model has a discrepancy of 1155.175. The model has 426 degrees of freedom. 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. Thus the path analysis and SEM model of team climate its relationship Organisational Development fit with significance.

6.12. Path analysis diagram of team climate its relationship with team effectiveness and Organisational Development. 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. P-CLOSE = .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. **Thus the path analysis and SEM model of team climate its relationship with tem effectiveness and Organisational Development fit with significance as p value is less than 0.05.**

6.13. Testing Structural Relationships showed that all null hypothesis was rejected and alternate hypothesis were accepted

- Team climate had a positive relation with team effectiveness. correlation coefficient r= 0.776
- Team climate had a positive relationship with Organisational Development. correlation coefficient r= 0.723
- Team effectiveness had a positive relationship with Organisational Development with correlation coefficient r= 0.743

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 path estimates in the structural model and variance explained (value) in each dependent variable were significant. The standardized regression weights of the Output and result of the hypotheses tests provide support for hypotheses H1 to H3.

Statistical Section E:

1. **Reliability statistics:**

- The case processing summary shows that Out of 111 observations all 111 observations are included in analysis .the Value of Cronbach's Alpha is .977 and the numbers of items (questions) are 111. Since the value of Alpha is higher than the accepted (.9) we reject the null hypothesis and we may say that the instrument is reliable and can be used with other statistical procedures for investigation.

CONCLUSIONS:

It was concluded that respondents belong to middle age group of 30-40 age, team members average salary is 10,000-20,000 Rs per month, most respondents are male in manufacturing firms so the ratio was high in participation. The majority of the respondent are married. Team members were mostly with Bachelor's Degree so most were educated enough to participate for the study. Most Respondents work experience was 10-15 years so they had overall long tenure in particular teams. Most of the team members belong to production department with supervisor designation. Most of the respondents are having their role in more than 2 teams at a time belonging to Problem-solving and work teams.

From the current research, it is observed that team had a clear vision of what they supposed to do, team's activities are guided with a clear mission statement to achieve team vision, and team had a clear and vital role for the achievement of goals. **Therefore in most of the industries team believes they are clear about their Team Vision.** Participative safety and trust among team members when explaining their opinions and ideas. **Thus it was concluded participative safety measure are considered by all team member in most of the manufacturing industries as important factor**. It was revealed that most team members provide practical support for new ideas and their application, teams were open and responsive to change, new ways of problems solving and improving work processes but still they feel to focus more upon work processes. **Thus majority response it was considered that most are sharing support for innovative ideas.** it was observed that team members are oriented about their role clearly, critically appraised potential weaknesses of each other in order to achieve the best possible outcome, but still they feel to focus more upon monitoring each other so as to maintain a higher standard of work **Thus each industries had good task orientation for their team. Thus current study reflects that social desirability factor still need to focus on developing sense of belongingness and "we attitude" amongst team members, it require attention of HR practitioners.** As average team stability was observed but still **they need to focus on team member's retention as major tool to achieve team effectiveness.** Overall team leadership was fruitful for teams, it concluded study that Team leaders take initiatives to **promote high shared motivation, influences on participation safety and innovation aspects, take initiatives to develop their morale and high commitment towards the team.**

Thus each factors of team climate was conducive in the organisation and plays important role as describe through the responses.

As team effectiveness depends on several factors the study it was concluded that Team spirit created a positive atmosphere, the team member is accepting new challenges with collaborative climate. Relationship of team members was good enough to established collaboration in a team with other team members the purpose and objectives of team members were clear in understanding overall team vision. Communication in the team was smooth for constructive feedback for continuous improvement as well as to achieve targets, they had openly talk with team members with proper listening. Team leadership is also effective as they help in problem-solving as well as developing and empowering them within teams. The role is clearly defined to them with the right mix of skills. Team members spend time on helping each other to flourish and grow within the team and also to resolve organization problem, team member focuses on customer satisfaction to solve their problem and provide up to their expectations. Team members believe that better working climate can be achieved through reward and recognition. Thus each factors in team effectiveness are important as suggested by respondents.

The current study reflects that the organization's (or department's, etc.) strategy was clear to their team. The study also concludes that team members believe that team's goals are aligned with the business' strategy, team always shared values and perspectives to each other, the mix of skills and experience on the team positively affects its ability to work effectively on different types of problems and tasks, they share ownership of setting the team's work agenda, shared information effectively for improving work-related matters, problem-solving to resolve conflicts constructively. They believe in trust and open with each other. For achieving team outcome they provides institutional leadership to adapt quickly to new demands and challenges.

SECTION II: BACKGROUND INFORMATION OF THE RESPONDENTS
Age of the respondent and perceived association with reference to team climate factor, team effectiveness factor, and organisational development factor
There is no significant association between age group of respondent and team climate factor only support for innovation showed association with age of the respondents amongst team climate factor. It can be agreed that there is no significant association of age group of respondent and overall team effectiveness factor but there is a significant

association with age of respondents and relationships, team leadership, development and improvement, customer focus, rewards and recognition factors of team effectiveness. It can be interpreted that the Chi-square is significant and hence there is a significant association between age group of respondents and overall organisational development factors. Thus it can be stated that middle age group and factors of organisational development are associated with each other.

Education qualification and perceived association with reference to team climate factor, team effectiveness factor, and organisational development factor

The current study observed that e**ducation qualification have significant association that had high level of influence on team climate, team effectiveness as well as organisational development of manufacturing industries.**

Designation and perceived association with reference to team climate, team effectiveness, and organisational development

The current study reflects that there is no significant association between designation and team climate. There is a significantly strong association between designation and team effectiveness and organisational development (OD). Supervisor designation showed high-level association with team effectiveness and organisational development (OD) within manufacturing industries. It was observed that team climate considered as independent variable with designation the conclusion showed variation. There is significantly strong association between Designation and Team climate with Organisational Development. Executive and Sr. executive Designation showed high-level team climate has significant relation with designation with High level of Organisational development within manufacturing industries.

Department and perceived association with reference to team climate, team effectiveness, and organisational development

The present study showed there is no significant association between Departments and Team climate. There is a significant strong association between Departments and Team effectiveness. There is a significant strong association between Departments and Organisational Development.

Work experience and perceived association with reference to team climate, team effectiveness, and organisational development

Team Vision and Participative safety had a significant association with work experience as p-value is less than 0.05. It can be interpreted that Relationship, Collaboration, Team Leadership, Role Clarity, Development and Improvement, Customer Focus and Reward

and Recognition had a significant association with work experience as p-value is less than 0.05. It can be inferred that Team Strategies, Team Membership, Team Procedures, Team Interaction and Team Outcome had a significant association with work experience as p-value is less than 0.05.

Team response as per their distribution in district and industries regarding team climate, team effectiveness and organisational development.

It can be concluded that area wise and industries wise Team climate , team effectiveness and organisational development differs. Team (n=70) responses Anupam industries Ltd Base metal industries Ltd, FAG bearing Ltd. Polycab wires Ltd showed the High level of team climate and team effectiveness. . **Anupam industries limited Anand District, Base Metal Vadodara, Future Tyres Ltd Panchmahal District showed high level of Team effectiveness within teams of manufacturing industries(n=250). Anupam industries limited- Anand District, Base Metal- Vadodara district, Polycab wires Ltd. Panchmahal District showed a high level of Organisational development. There is a significant association between Organisational development and Industries of selected District.**

SECTION III: TEAM CLIMATE

Correlation between the variables of team climate factors as per the team respondents (N=70) (N=250) it can be noted that team response and respondents response showed that there is a linear positive intercorrelation 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.**There is a linear strong positive correlation between Support for Innovation with Team Vision, Participative Safety, Task Orientation, as well as Social Desirable**.

In Yuan, Chaoying, and Peng (2008) study on R & D teams in China also team climate was positively related to team innovativeness. They found a moderate relationship between vision and perceived innovativeness, a strong relationship between task orientation and perceived innovativeness, a strong relationship between support for innovation and perceived innovativeness, and the weakest relationship between participative safety and innovativeness.

Regression analysis between the variables of Team Climate factors (N=250)

The current study exhibited 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**. The value of R-square is 0.529, while adjusted R-square is 0.519. Thus, overall model to predict **Support for Innovation of Team climate is statistically significant (F-value = 54.727, p =0.00). P value is less than 0.05. Thus support for innovation has great impact on Team climate amongst other variable of team climate.** Sudhakar, G.(2012) study on software development teams and stated in his study that research findings indicate that support for innovation is strongly related to team innovation and participative safety is moderately related to team innovation in software development teams. Vision and task orientation are not related to team innovation at all.

Team Climate Factor Analysis

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, 2. Participative safety, 3. Team vision, 4. Support For innovation, 5.Task orientation. Factor loading was higher amongst all team climate factor social desirability that everyone one views are listened showed highest factor loading with 0 .823, while support for innovation 0.816, task orientation had also shown influence on Team climate least was shown by team vision.

The Goodness of Fit Indices for Model Measurement (SEM) showed that the observed calculated value is close to critical value 3.0, which is accept. Thus the model is fitting and instrument is reliable. **The Confirmatory Factor Analysis of overall factors of Team Climate Goodness of Fit Statistics showed that** the observed calculated value is close to critical value 3.0 with a gap of 1.07, which is accepted. It indicates that the instrument is reliable and the overall team climate model is fit.

SECTION IV: TEAM EFFECTIVENESS AND ITS FACTOR

Team effectiveness and its factor

The Correlation between the Variables of Team effectiveness. N=70 teams.

There is a linear positive correlation between **Relationship with Purpose and objective, Communication, Team leadership, Role clarity, Problem-solving, Development and rewards & recognition.** There is a linear positive correlation

between **Team leadership with Relationship, Purpose and objective, Communication, Role clarity, Development and rewards & recognition.**

The difference was observed in team effectiveness intercorrelation **between the Variables of Team effectiveness for N=250 respondents.** There is a linear positive correlation between **Communication with Team spirit, Relationship, Collaborative, Purpose and objective, Team leadership, Role clarity, Problem-solving, Development, and Reward and Recognition**. According to Ganesh. M.P. (2013) observed in the result that Communication is also significant for developing the perception of fairness within the team, as the findings show that the role of procedural justice in boosting team climate and improving the positive outcome of task interdependence on team climate. (p.70)

Regression analysis between the Variables of Team effectiveness. N=250respondents.

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. The overall model to predict team effectiveness is statistically significant (F-value = 52.496, p =0.00). P value is less than 0.05. Therefore there is a significant difference in variables on overall team effectiveness. According to Danish et.al (2015), the results show that variables like cohesion, goal motivation, role clarity and openness to change are strongly linked with team performance. (p.194).

The present study focused on Factor analysis for team effectiveness variables observed are **Team Spirit, Communication, Team Leadership, Customer Focus, Reward** were nearer to the mean . **The study done by Azmy (2012) it showed that the team effectiveness factors identified are Team Goals and Objectives, Team leadership, Team Relationship, Team Roles and Responsibilities, Team Communication, and Trust and Values have an impact on the performance of the construction project, specifically on Project Change Management. Azmy, (2012).**

The **Team Effectiveness Factors** 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

Team Leadership showed highest factor loading with 0.791, Team Spirit showed highest factor loading, customer focus showed highest factor loading .Recognition leads to a better climate of working within a team, Rewards motivate the team to be more effective of reward and recognition showed highest factor loading with 0.717 respectively. However, **earlier research has shown that although equitable rewards may increase performance of individual team members, they also may promote competition among team members (Tyler, Rasinski, and Tjosvold, 1986).** They willingly spend the time to help each other learn and develop of development and Improvement showed highest factor loading with 0.699 respectively.

Path analysis showing team effectiveness model of goodness of fit 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. 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 team effectiveness model (SEM) that gives a good understanding of which variables that influence overall team effectiveness in manufacturing industries of selected districts of Central Gujarat.

SECTION V: ORGANIZATIONAL DEVELOPMENT AND ITS FACTORS

Organizational development and its factors

Correlation between the Variables of Team effectiveness. N=70 teams and N=250 respondents. It was observed in current study that there is a linear positive correlation between Team Interaction with Team Membership and Roles, Team Procedures and Processes, Team Outcome and Organisational Development. it is statistically significant as the p-value is less than 0.05. **Thus it can be concluded that Team Interactions perfect positively correlated with Organisational Development.**

Regression analysis between the Variables of Organisational Development. N=250respondents The value of R2 is 0.679, which means 67.9 % of the variance in Organisational Development can be explained by the fitted line together with Team Outcome, Team Strategies, Team Interaction, Team Membership Roles, Team Processes And Procedures. The OD variables have impact on overall Organisational Development.

The current study showed Factor analysis of OD variables emphasized on 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 - 1. Team Strategies and Roles**
- **Component - 2. Team interactions**
- **Component - 3. Team Outcomes**
- **Component - 4. Team Processes and Procedures**

The current study observed that null hypothesis is rejected and alternate hypothesis was accepted Team climate had a positive relation with team effectiveness. Team climate had a positive relationship with Organisational Development., Team effectiveness had a positive relationship with Organisational Development with correlation coefficient r= 0.776, 0.723, 0.743 respectively.

VI: HYPOTHESIS TESTING

Testing Structural Relationships showed that all null hypothesis was rejected and alternate hypothesis were accepted. It can be said that team effectiveness factor was a strongly positive correlation with overall team climate, team effectiveness, and organisational development.

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 path estimates in the structural model and variance explained (value) in each dependent variable were significant. All the 3 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 Ho (1) to Ho (3).

Contributions of this Research Work

This research work is a major contribution useful to the Gujarat Manufacturing industry and overall manufacturing industries of India. This study it will change the view of Leader of Organisational to set goals and factors for their teams who are working as work teams within manufacturing industries. Team climate had clear-cut impact on overall team effectiveness and on its factors prevailing within the organisation especially Communication, reward and Recognition, Customer focus , Development and Improvement interlinked and are dependent on constructs such as

vision, , support for innovation ,participative safety , task orientation and social desirability.

If an organization knows these relationships, they can work on the respective areas for better performance, productivity and Innovation in their teams which can lead them toward team effectiveness and better Organisational Development can be possible creating High-performance organization. Many Indian Manufacturing organizations are currently looking at different ways to improve their teams' productivity and performance. Innovation is one area, where the organization should more focus on support for innovation first for better Team outcome in terms of innovative product or any solution for any difficult problem and power of decision making on their own otherwise innovation cannot be attained in the team and they cannot deliver what is expected as an outcome. This is visible in the current research study.

This research study may prove to be one of its kind in which team climate (TCI) as an inventory be utilized to measure team climate components in relation to team effectiveness in Manufacturing Industries of Central Gujarat. The two team climate study still so far observed which was using TCI in Indian companies. The study of (Ganesh and Gupta, 2006 IIT, Bombay has done a study using Team climate inventory. However they have taken Team climate as a dependent variable in their study and second by Sudhakar G. (2012) He studied about the major contributions of this research work is knowing the differences between "team climate, team productivity, team performance, team innovation" along demographic variables such as age, gender, education, experience and organizational variables such as team role and team size. Also finding the relationships and impact of team climate, team productivity, team performance, and team innovation together in software development teams, which no researcher has done till now. The study done by Verma Neha et.al. (2012) on Team effectiveness in Public and Private Sector which was published in Delhi Business review.

As a researcher, it was an effort to develop and construct a study which will explain various factors affecting Team climate its relationship with team effectiveness and also its impact on organizational development for developing and implementing new strategies for upcoming changes in the manufacturing industries. As a Researcher, the main aim was to contribute on an objective thinking with respect and reference to the field of team climate and team effectiveness.

Summary

Finally, the current research findings indicate that team climate is related to team effectiveness and Organisational development in manufacturing Industries of Central Gujarat.

Team climate has a significant relationship with support for innovation and participative Safety. Team effectiveness and Organisational development showed significant difference along considered demographic or organizational variables. However, Team climate has the impact of team effectiveness and Organisational Development. With this research, a clear picture was highlighted to the conclusion that to achieve better Team climate, Industries must focus on Support for Innovation as a major factor with that of Participative Safety.

The study clearly indicates the strong impact of team climate on team effectiveness and organizational development so it should not be taken lightly within the organization and should try to implement team building exercises which cover factors of team climate and clear cut understanding to employees. The study also observed that High level of team climate provides a high level of team effectiveness. One can achieve better team climate with the proper way of dealing with employee needs such as motivation, support for new ideas and reward & recognition with the proper channel of communication, thus team climate may be a part of team effectiveness but it plays a major role in organizational Development. As per the study, it shows a positive relation between team climate and team effectiveness, it also concluded that team effectiveness has a positive impact on the Organizational Development.

SUGGESTIONS:

The researcher would like to give suggestions on the basis of the present study and observations which may help organizations to achieve the conducive team climate for team effectiveness within organisation.

1. There should be an active team building approach so that the employees will work effectively in a team.

2. There should be good coordination and integration among team members for effective team climate and team effectiveness.

3. Employees need to discuss internally within the team for a better result.

4. Acceptance of any creativity and initiatives is required by top level management and also need to improve team effectiveness.

5. Team members suggested that any team member is making any error or mistake then an action must be taken and focusing on the required issues.

6. In team climate in the team must be more friendly and trustful at the adverse incident so that the team members will be motivated and work effectively.

7. Team leaders should be empowering their team members.

8. There should be a climate of constructive debates about employee's safety issues.

9. All team members must be enthusiastic to achieve the goals and targets.

10. All the team members should motivate each member's talent and skill so that with the help of it the team can achieve their goal.

11. The organization should develop trust amongst employee.

12. Freedom should be given to each team members to express their opinions.

13. Organisation should focus on developing positive working environment.

14. Regular training for fresh up and up-gradation of knowledge as per market trend.

15. Organisation should focus on developing team vision and role clarity amongst team members.

16. They should adopt different styles of working or changes according to the organization

17. They should agree with one another decision, and must respect each other opinion

18. Team communication skill needs to be improved.

19. Team should be built as per experience, expertise and should be reward accoordingly.

20. The HR department and the team leader play a significant role in making team members feel safe in expressing their fears at any phase of the decision-making process.

21. Team leader should recognize and reward team performer, as these performances act as shared motivation for the performance of the team.

IMPLICATIONS FOR HUMAN RESOURCE MANAGEMENT

The reliability and validity of TCI (team climate inventory) in the Indian version enhances the ease of use of organisational instruments in evaluating team climate from different perspectives. These instruments may help HR managers in supporting Team climate, particularly educating responsiveness of Team Climate in the areas of Planning for Staffing effective team, Training and Development, Performance Management, achieving Organisational Effectiveness through proper understanding of Team Effectiveness. The Team Climate may help organizations increase retention rate of team members and to obtain the potential of each individual in the organisation.

Identifying Team effectiveness processes may help HR practitioners to predict potential employees that are fit with organisation requirements especially issues related to team. HR Practioners can easily able to manage team members more wisely by developing conducive team climate for employees within the team. Knowledge about team climate and team effectiveness can increases tolerance and understanding of other individuals' behaviors within team. Moreover, for the employees, knowledge about team climate accelerates the attentiveness of their team effectiveness. They can reduce conflict and create unity by understanding each other as whole team (positive attitude toward each other). As a result, people can create a better work environment and avoid workplace conflict.

From the HR point of view, a professional HR trainer can benefit from this research by understanding how to create conducive team climate, which factors need to be considered for building effective team. Moreover, HR professionals and trainers can develop training modules and materials for developing good team leadership some cases. For example, the adaptability skills of team members, so employees can fit in their teams. From the research findings, a HR trainer can also develop training manuals to modify and transform the team climate to better support and encourage teamwork behavior.
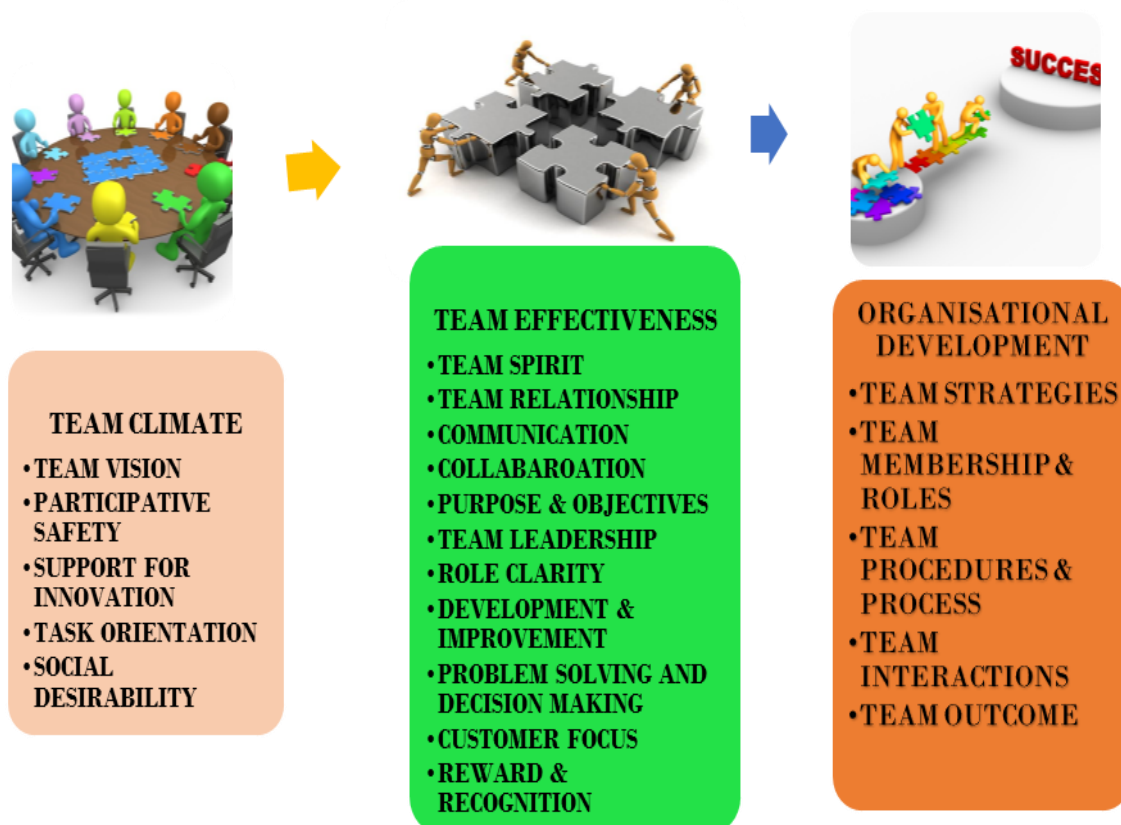
Finally, organizations can improve their team performance by considering the five major factors of team climate and 11 factors of team effectiveness that affect the establishment of team performance.

DIRECTIONS FOR FURTHER RESEARCH

Further research can be done on what are the other factors affecting the Team Effectiveness and Organisational development other than team climate in Manufacturing Industries such as Team performance, team outcome in term of Productivity and efficiency. The role of teams in organizational effectiveness and organizational performance. Further focus can be drawn on Team maturity and leadership in manufacturing sector which is need for ongoing changes due to external and internal environment pressure. Further studies can be done on "the impact of team climate on Organizational effectiveness, how team building activities can impact on team development.

ACTION PLAN FOR BETTER TEAM CLIMATE AND TEAM EFFECTIVENESS
Action plan 1:

TEAM CLIMATE
- TEAM VISION
- PARTICIPATIVE SAFETY
- SUPPORT FOR INNOVATION
- TASK ORIENTATION
- SOCIAL DESIRABILITY

TEAM EFFECTIVENESS
- TEAM SPIRIT
- TEAM RELATIONSHIP
- COMMUNICATION
- COLLABAROATION
- PURPOSE & OBJECTIVES
- TEAM LEADERSHIP
- ROLE CLARITY
- DEVELOPMENT & IMPROVEMENT
- PROBLEM SOLVING AND DECISION MAKING
- CUSTOMER FOCUS
- REWARD & RECOGNITION

ORGANISATIONAL DEVELOPMENT
- TEAM STRATEGIES
- TEAM MEMBERSHIP & ROLES
- TEAM PROCEDURES & PROCESS
- TEAM INTERACTIONS
- TEAM OUTCOME

ACTION PLAN 2: DEVELOPING TEAM LEADER AS VISION CREATOR

1. Creating Vision,
2. Setting goals,
3. Developing Action plan
4. Monitoring plan and execution

1. Creating Vision

- Giving the team proper guidance and Vision.

- Providing better understanding of team vision and objectives to achieve goals.

- Analysis of internal capabilities and areas for improvement.

- Analysis of external opportunities and threats

2. Setting Goals

- The setting goals to convert managerial statements of team vision into specific performance targets — results and outcomes the team wants to achieve.

- Setting objectives and then measuring whether they are achieved or not to track team progress

Level of Goal Difficulty

- Analyzing goal difficulty and increasing gradually their challenges. The more difficult goals lead to increased performance if they seem feasible.

Level of Goal Specificity

- Designing specific goals for each members, team tend to perform higher

- As a leader telling them to do their best or giving no guidance increases ambiguity about what is expected (remember to provide role clarity)

Providing Feedback

- Providing feedback enhances the effects of goal setting

- Performance feedback keeps their behavior directed on the right target and encourages them to work harder to achieve the goal.

Participation in Goal Setting

- Team Members who participate in the process generally set higher goals than if the goals were set for them. (Involve Team members for setting goals).

- Goals need to be attainable, realistic and increases their motivation to achieve them. (Reward and Recognition need to be one of the Motivation).

3. Developing Action Plan

- Preparation of Action plan for accomplishing objectives. Action plan must be concrete, measurable and with realistic approach.

- Plan also establishes a priority for the tasks to be discuss with team members.

- Establishing priorities helps team to determine the order in which the tasks must be accomplished and by what date. (Manual need to be provided)

Leader as Team Builder

- They must cultivate a cohesive team,

- They should promote team problem solving

- They must create trust and loyal environment (Conducive) Team Climate

- Care about each team members and give sense of unity.

Leader as motivation stimulator

1. Inspire by example (providing perfect role model)

2. Create and communicate a clear vision to the goals
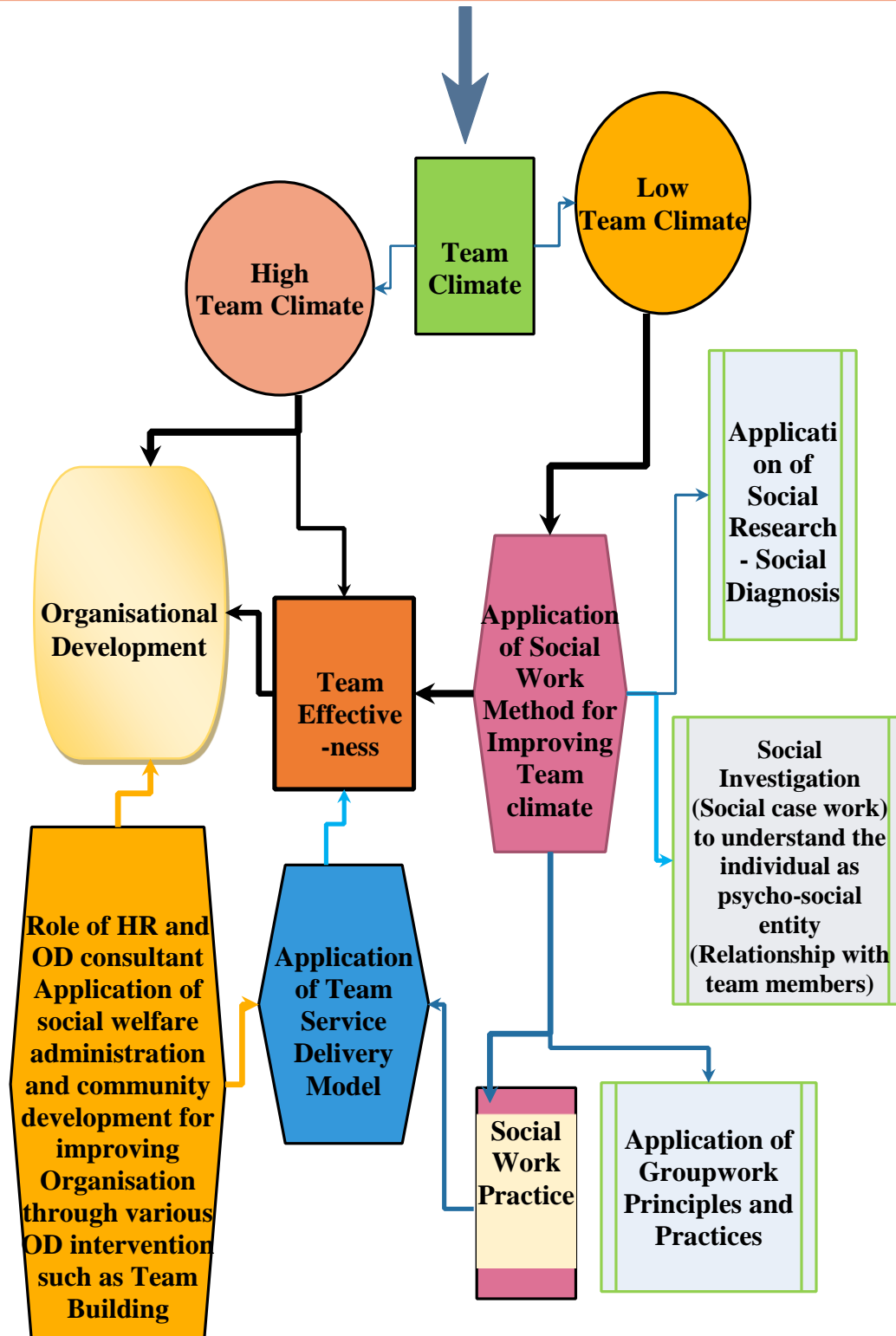
4. Monitoring plan and execution

1. To control the process and procedure.

2. To monitor the performance of each team members and give feedback.

3. The final step is to follow up, measure, and check to see if the team is doing what is required.

4. For the team leader, it demonstrates the commitment to see the matter through to successful conclusion.

5. To terminate relationship when professional team are adjourning.

MODULE 1. FOR CREATING POSITIVE TEAM CLIMATE AND TEAM EFFECTIVENESS

The module depicts that when team climate is high it will lead to team effectiveness and organisational development. When team climate is low it will create adverse effect in the organisation. The organisation need to create positive team climate for team effectiveness. To develop positive team climate application of social work method can be applicable for diagnosis of individual behavior within team and group work principle to manage team member's behavior toward each other to enhance team effectiveness. The role of HR and OD consultant is to practice social welfare administration and community development for improving Organisation through various OD intervention such as Team building activity.
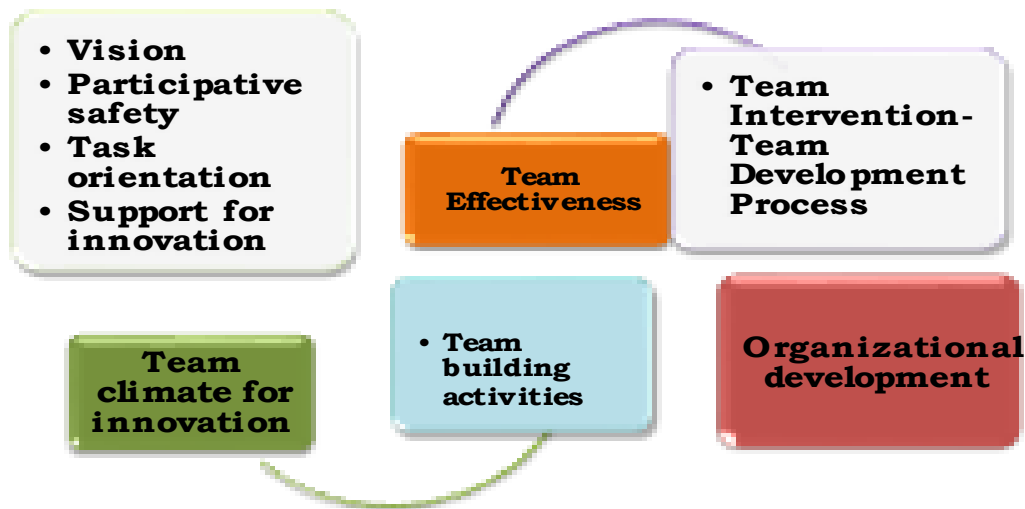
Module for Creating Positive Team Climate and Team Effectiveness

Developing a directional way for improving Team climate and Team Effectiveness for Organisation Development

Team Climate

High Team Climate

Low Team Climate

Organisational Development

Team Effective-ness

Application of Social Work Method for Improving Team climate

Application of Social Research - Social Diagnosis

Social Investigation (Social case work) to understand the individual as psycho-social entity (Relationship with team members)

Role of HR and OD consultant Application of social welfare administration and community development for improving Organisation through various OD intervention such as Team Building

Application of Team Service Delivery Model

Social Work Practice

Application of Groupwork Principles and Practices

MODEL OF TEAM CLIMATE AND ITS IMPACT ON TEAM EFFECTIVENESS AND ORGANISATIONAL DEVELOPMENT.

Team climate its relationship to Team effectiveness Model

Team climate with team Support for Innovation, Team Vision, Participative Safety, Task Orientation have great influence on team climate for innovation that leads to team effectiveness through team intervention. Team development can be done for achieving organizational development through proper team building activities. Team-building exercises can help to reduce unproductive conflicts within teams; they can also encourage curative in more extreme conditions. When a team is learning to function in a new, unclear environment, team building activities planned to nurture collaborative and problem solving activities that can be productive. It can enhance the ability of employees to think and act strategically and realistically. Getting a team to collaborate and cooperate each other can be difficult task and requires competence to deal with it. Teamwork activities help participants to recognize ways that they can individually contribute to the success of the organization and facilitate to develop conducive team climate for working.

Thus the model can be applicable for manufacturing organisation for developing favorable team climate to enhance team effectiveness for better organisational output.