

LIST OF TABLES		
I	SECTION I: ORGANISATIONAL INFORMATION OF EMPLOYEES	
1	Respondents as per district and industries.	137
2	Age group of respondents	139
3	Salary of respondents	140
4	Gender of respondents	141
5	Marital status of respondents	141
6	Educational qualification of the respondents	142
7	Working experience in company of the respondents	143
8	Respondents distribution as per their departments.	144
9	Respondents distribution as per their designation.	146
10	Respondents distribution as per a number of teams they were working with.	148
10.a	Respondents distribution as per their team types.	149
1 A	SECTION I.A: TEAM CLIMATE	
I.A.1.	Team vision: how clearly the team defines goals.	
11	Respondents perception of the team has a clear vision of what they supposed to do	151
12	Respondents perception about the team's activities is guided by a clear mission statement.	152
13	Respondents perception of the team's goals is closely aligned with the goals of the organization.	153
14	Respondents perception about the team had adequate skills and member resources to achieve its goals.	154
15	Respondents views about everyone on the team had a clear and vital role.	155
16	Respondents perception of the vision and strategies would work if applied to a team, but management decisions should fit with them	156
I. A.2.	Participative safety: interaction and information sharing trust	
17	Respondents perception about the team keeps in regular contact with each other.	157
18	Respondents perception about the members of the team meet frequently to talk both formally and informally.	158
19	Respondents perception of all professional groups work related closely together to ensure employees safety and trust to work in the time limit.	159
20	Respondents perception about people keeps each other informed about work-related issues in the team.	160
21	Respondents perception about the team shares information generally in the team rather than keeping it to themselves.	161
22	Respondents perception about that they were comforted accepting procedural suggestions from other team members.	162

I.A.3.	Support for innovation: support provided by the team for innovative ideas.	
23	Respondents perception about team members provides practical support for new ideas and their application.	163
24	Respondents perception of the team that they take the time needed to develop new ideas.	164
25	Respondents perception about the team is open and responsive to change	165
26	Respondents perception of people in this team is always searching for fresh, new ways of looking at problems.	166
27	Respondents perception about the team cooperate in order to develop and apply new ideas	167
28	Respondents perception about the team regularly take time to consider ways of improving our team's work processes	168
I.A.4.	Task orientation: effort the team puts into achieving excellence.	
29	Respondents perception about the team critically appraises potential weaknesses of each other in order to achieve the best possible outcome.	169
30	Respondents perception of the team members is oriented about their role in the team.	170
31	Respondents perception about the team had clear criteria which members try to meet in order to achieve excellence as a team.	171
32	Respondents perception about the team member monitors each other so as to maintain a higher standard of work.	172
33	Respondents perception about the way decisions are made in this team is often reviewed to achieve excellence.	173
34	Respondents perception about team member builds on each other's ideas in order to achieve the best outcome.	174
I.A.5.	Participative safety: safety and influence (social desirable)	
35	Respondents perception of people feels understood and accepted by each other.	175
36	Respondents perception about everyone's view is listened to, even if it is a small number.	176
37	Respondents perception about we have a "we are in it together" attitude.	177
38	Respondents perception of team members helps each other to constructively resolve problems or conflicts.	178
39	Respondents perception of the team has a strong sense of helpfulness for each other in work related matters.	179
40	Respondents perception about in adverse incident related to management, in particular, there is trust and friendliness among team members.	180
I.A.6.	Team stability/longevity	
41	Respondents perception about there is a high rate of retention of staff in this team.	181
42	Respondents perception about my team is most stable team amongst another team of another department.	182

I.A.7.	Shared leadership	
43	Respondents perception about team leaders takes initiatives to promote high shared motivation.	183
44	Respondents perception about team leader influences on participation safety and innovation aspects.	184
45	Respondents perception about team leaders takes initiatives to develop morale and high commitment towards the team.	185
1B	SECTION I.B: TEAM EFFECTIVENESS	
I.B.1	Team spirit: its culture or atmosphere of the team	
46	Respondents perception about team members created a positive team atmosphere	186
47	Respondents perception about team show willingness to accept a new challenge	187
48	Respondents perception about team members build a collaborative working climate	188
I.B.2.	Relationships: the quality of relationships	
49	Respondents perception about team member support and appreciate each other	189
50	Respondents perception about we trust and respect each other.	190
51	Respondents perception about team member work through conflicts to create win: win results	191
I.B.3.	Collaboration and delivery: the team works together	
52	Respondents perception about team member works collaboratively under pressure.	192
53	Respondents perception about team members develop clear delivery plans and focus on delivering results	193
54	Respondents perception about team members believes they were account for our work.	194
I.B.4.	Purpose and objectives: clear understanding of vision and mission	
55	Respondents perception about team had a clear sense of 'team purpose'	195
56	Respondents perception about team members are committed to their team objectives	196
57	Respondents perception about team member work to clear objectives that support the achievement of the team's vision	197
I.B.5.	Communication: flow of information and volume of information	
58	Respondents perception about team members had clear communication processes that provide complete information.	198
59	Respondents perception about team members provided each other with constructive feedback (positive and critical)	199
60	Respondents perception about team members openly talk and really listen to each other.	200

I.B.6.	Team leadership: able to lead the team for betterment	
61	Respondents perception about team leader focuses on team's technical and interpersonal skills.	201
62	Respondents perception about team leader focuses on problem-solving and intelligent risk taking.	202
63	Respondents perception about team leaders takes initiatives to make sure the team develops and empowers them.	203
I.B.7.	Role clarity: being clear about where each team member contributes	
64	Respondents perception about team had clearly defined roles and responsibilities	204
65	Respondents perception about team understand each other's roles and have the right mix of skills	205
66	Respondents perception of the team is shared about performance or project task.	206
I.B.8.	Problem Solving and Decision Making:	
67	Respondents perception about team involves appropriate people in the decision-making process and problem-solving.	207
68	Respondents perception about team make effective decisions which ensure team members involvement	208
69	Respondents perception about team take decisions to resolve problems of organization	209
I.B.9.	Development and Improvement (team and individual):	
70	Respondents perception about team members willingly spend time to help each other learn and develop	210
71	Respondents perception about team members create an environment where people can flourish and grow	211
72	Respondents perception about team members create a culture of continuous improvement	212
I.B.10.	Customer Focus: to understand and meet its customers' expectations.	
73	Respondents perception about team members build effective working relationships with our customers	213
74	Respondents perception about team members understand the needs and expectations of our customers	214
75	Respondents perception about team member take action to improve customer service as team when complaints arise	215
I.B.11	Rewards and Recognition	
76	Respondents perception about recognition leads to effective team performance	216
77	Respondents perception about recognition leads to a better climate of working within a team.	217
78	Respondents perception about rewards motivates the team to be more effective.	218

	SECTION I.C. ORGANISATIONAL DEVELOPMENT	
I.C.1.	Team strategies and goals	
79	Respondents perception about the organization's (or department's, etc.) The strategy is clear to my team.	219
80	Respondents perception about team's goals is clear to my team for organizational development.	220
81	Respondents perception about team's goals is aligned with the business' strategy.	221
82	Respondents perception about my team is aligned on what is expected of them to achieve their goals.	222
I.C.2.	Team membership and roles	
83	Respondents perception about the mix of skills and experience on my team positively affects its ability to work effectively on different types of problems and tasks.	223
84	Respondents perception about my team collectively possesses all the abilities and perspectives necessary to get its work done at a high-performance level for organizational development.	224
85	Respondents perception about my team has shared values and perspectives.	225
86	Respondents perception of team members' roles is clear to all.	226
I.C.3.	Team procedures and processes	
87	Respondents perception of team members shares ownership of setting the team's work Agenda.	227
88	Respondents perception about team shares information effectively for improving work-related matters.	228
89	Respondents perception about team coordinates its work efficiently and productively.	229
90	Respondents perception of the team is clear about decision-making processes and follows them.	230
I.C.4	Team interactions	
91	Respondents perception about team members trusts and are open with each other.	231
92	Respondents perception about we directly engages in well-intentioned and rigorous problem-solving to resolve our conflicts constructively.	232
93	Respondents perception about team members supports one another.	233
94	Respondents perception about the team is cohesive and speaks in one voice to external stakeholders.	234
I.C.5.	Team outcomes	
95	Respondents perception about the team consistently delivers positive (internal and external) results, even though difficult organizational or environmental challenges.	235
96	Respondents perception about the team provides institutional leadership to the organization.	236
97	Respondents perception about the team adapts quickly to new demands and challenges	237
98	Respondents perception about team members is satisfied with the team's performance.	238

2	Section II: Background Information of the Respondents	
II.A.	Part 1: Team Climate factors and Age of respondents	
2.1	Age of respondents and Team Vision	240
2.2	Age of respondents and Participative Safety	241
2.3	Age of respondents and Support for Innovation	242
2.4	Age of respondents and Task Orientation	243
2.5	Age of respondents and Social Desirable	244
2.6	Age of respondents and Team Stability	245
2.7	Age of respondents and Shared Leadership	246
II.B.	Part 2: Team Effectiveness factors and Age of respondents	
2.8	Age of respondents and Team Spirit	247
2.9	Age of respondents and Relationships	248
2.10	Age of respondents and Collaboration	249
2.11	Age of respondents and Purpose and Objectives	250
2.12	Age of respondents and Communication	251
2.13	Age of respondents and Team leadership	252
2.14	Age of respondents and Role Clarity	253
2.15	Age of respondents and Problem Solving and Decision Making	254
2.16	Age of respondents and Development and Improvement	255
2.17	Age of respondents and Customer Focus	256
2.18	Age of respondents and Rewards and Recognition	257
II.C.	Part 3: Organisational development factors and Age of respondents	
2.19	Age of respondents and Team Strategies	258
2.20	Age of respondents and Team Membership Roles	259
2.21	Age of respondents and Team Procedures and Processes	260
2.22	Age of respondents and Team Interaction	261
2.23	Age of respondents and Team Outcome	262
II.D.	Education qualification with reference to team climate , team effectiveness and organisational development factors	
2.24	Respondents views about education qualification and perceived association with reference to team climate factor	263
2.25	Respondents views about education qualification and perceived association with reference to team effectiveness factor	267
2.26	Respondents views about education qualification and perceived association with reference to organizational development factor	271

II.E.	Designation with reference to team climate , team effectiveness and organisational development factors	
2.27	Respondents views about the designation and perceived association with reference to team climate.	273
2.28	Respondents views about designation and perceived association with reference to team effectiveness	274
2.29	Respondents views about designation and perceived association with reference to organizational development	275
2.30	Respondents views about designation and perceived association with reference toteam climate and team effectiveness	276
2.31	Respondents views about designation and perceived association with reference toteam climate and organizational development	279
II.F.	Department with reference to team climate , team effectiveness and organisational development factors	
2.32	Respondents views about department and perceived association with reference toteam climate	282
2.33	Respondents views about department and perceived association with reference toteam effectiveness	284
2.34	Respondents views about department and perceived association with reference toorganizational development	286
II.G.	Work experience with reference to team climate , team effectiveness and organisational development factors	
2.35	The work experience of respondents and factors of team climate.	288
2.36	The work experience of respondents and factors of team effectiveness.	291
2.37	The work experience of respondents and factors of organizational development.	294
II.H.	Industries –wise distribution of team climate , team effectiveness and organisational development factors	
2.38	Teams opinion about team climate level as per their distribution in industries at selected districts. N=70 teams as respondents.	296
2.39	Respondents opinion about team climate level as per their distribution in industries at selected districts. N= 250 respondents.	298
2.40	Team opinion about team effectiveness level as per their distribution in industries at selected districts. N=70 teams as respondents.	301
2.41	Respondents opinion about team effectiveness level as per their distribution in industries at selected districts. N= 250 respondents.	303
2.42	Team opinion about organizational development level as per their distribution in industries at selected districts. N=70 teams as respondents.	307
2.43	Respondents opinion about organizational development level as per their distribution in industries at selected districts. N= 250 respondents.	310

3	SECTION III: TEAM CLIMATE	
III A	SECTION III: TEAM CLIMATE AND ITS FACTOR	
3.1	Descriptive statistics mean and standard deviation of team climate factors as per the team and individual respondents as team members.	312
3.2	Correlation between the variables of team climate factors as per the team respondents (n=70)	313
3.3	Correlation between the variables of team climate factors as per the team respondents (n=250)	315
3.4	Regression analysis between the variables of team climate factors (n=250)	317
3.5	KMO and Bartlett's test for team climate.	322
3.6	Descriptive statistics mean and standard deviation for team climate factor analysis	323
3.7	The initial factor loadings of team climate	324
3.8	Total variance explained of team climate	326
3.9	Rotated component matrix shows varimax factor loading for team climate.	327
3.10	Rotation method: varimax with kaiser normalization showing factor loading with measurement variables of team climate	328
3.11	The goodness of fit indices for model measurement of team climate	330
3.12	Confirmatory factor analysis of overall team climate goodness of fit statistics path a(SEM)	333
4	SECTION IV: TEAM EFFECTIVENESS AND ITS FACTOR	
4.1	Respondents distribution of mean and standard deviation.	334
4.2	Intercorrelation between the variables of team effectiveness. N=70 teams	336
4.3	Intercorrelation between the variables of team effectiveness. N=250 respondents.	339
4.4	Regression analysis between the variables of team effectiveness. N=250 respondents.	342
4.5	Factor analysis : Overall descriptive statistics for team effectiveness.	346
4.6	KMO and Bartlett's test for team effectiveness.	346
4.7	The communalities of team effectiveness factors.	347
4.8	Total variance explained of team effectiveness	349
4.9	Rotated component matrix of the team effectiveness factors	350
4.10	The team effectiveness factors factor loading as per the components	351
4.11	The team effectiveness factors factor loading as per statements	352
4.12	Confirmatory factor analysis of the team effectiveness factor.	353
4.13	The team effectiveness factors goodness of fit indices.	355

5	SECTION V: ORGANIZATIONAL DEVELOPMENT AND ITS FACTORS	
5.1	Descriptive statistics mean and standard deviation of organizational development	356
5.2	Intercorrelation between the variables of organizational development. N=70 teams	357
5.3	Intercorrelation between the variables of organizational development. N=250 respondents	359
5.4	Regression analysis between the variables of organizational development. N=250 respondents	361
5.5	Descriptive statistics mean and standard deviation for factor analysis of organisational development.	365
5.6	KMO and Bartlett's test for organisational development	365
5.7	Communalities of organizational development factors	366
5.8	Total variance explained of organizational development factors.	368
5.9	Organizational development factors rotated component matrix	369
5.10	Factor loading of Organisational development factors	370
6	SECTION VI: HYPOTHESIS TESTING	
6.1	Dimensions of team climate, team effectiveness, with organizational development	372
6.2	Relationships among the constructs/dimensions of team climate and team effectiveness. 1. The relationship between team climate and team effectiveness h1: there is a significant impact of team climate on team effectiveness in manufacturing teams.	373-377
6.3	Correlation between the variables of team climate with overall team climate, team effectiveness, and organizational development. N=70 teams, n=250 respondents as team members.	378
6.4	Correlation between the variables of team effectiveness with overall team climate, team effectiveness, and organizational development. N=70 teams, n=250 respondents as team members.	380
6.5	Correlation between the variables of organizational development with overall team climate, team effectiveness, and organizational development. N=70 teams, n=250 respondents as team members.	383
6.6	intercorrelation between the variables of team effectiveness. N=70 teams	385
6.7	Regression analysis between the variables of team climate factors and team effectiveness (n=250)	386
6.8	Summary of supported or not supported of all the sub-hypotheses.	389
6.9	Regression analysis between overall team climate and team effectiveness (n=250)	390
6.10	Summary of goodness-of-fit (GOF) and model evaluation indices of team climate impact on team effectiveness.	398

6.11	Standardized regression weights: of team climate impact on team effectiveness.	399
6.12	Regression analysis model of team climate and organizational development	400
6.13	Regression analysis model of team effectiveness factors and overall organizational development.	403
6.14	Regression analysis model of overall team effectiveness and overall organizational development.	406
6.15	Summary of Goodness-of-Fit (GOF) and model evaluation indices of team climate factors its relationship with organisational development.	409
6.16	Showing goodness-of-fit indices and measures to validate sem of team climate factor its relationship with factors of team effectiveness and organisational development	412
6.17	Amos output extract: standardized regression estimates of the hypotheses of team climate, team effectiveness and organisational development.	415
6.18	Goodness-of-fit indices and measures to validate sem of individual factors influencing overall team climate its relationship with overall team effectiveness and overall organisational development.	418
6.19	Standardized regression weights team climate factors and overall team climate	420
6.20	Correlations: (team climate factors and overall team climate relationship with team effectiveness and organizational development.	420
6.21	Over all reliability statistics of overall team climate relationship with team effectiveness and organizational development	421