

TEAM COHESIVENESS AND EMPLOYEE MOTIVATION

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ABSTRACT

The success of an organization mainly depended on the behavior of members or employees. Team work and employee motivations are two factors that affect the behavior of employees. This study aims to identify the relationship between the team cohesiveness and employee motivation in public sector organizations in Sri Lanka. Accordingly the identified research problem is whether there is any relationship exists between team cohesiveness and employee motivation in public sector organizations in Sri Lanka?. Thus the objectives of the study are to identify the relationship between team cohesiveness and employee fulfillment of hygienic factors and to identify the relationship between team cohesiveness and employee satisfaction of motivational factors. The selected sample consists of 37 public sector managerial level employees those who employed in the public institutions in the Colombo district in Sri Lanka. A developed questionnaire was used to collect primary data from the sample employees. The person correlation analysis was used as the data analysis technique. The findings of this study will helpful to identify the relations of variables, the team cohesiveness and employee motivation in public sector organizations in Sri Lanka. The findings could also be used by the policymakers and top management of the public sector to design both their team activities of employees and employee motivational programmes.

Keywords: *Employee Motivation, Managerial Level Employees, Public Sector, Team Cohesiveness.*

1.INTRODUCTION

Organizational behavior is individual behavior and group dynamics in organizations. Human behavior in organizations is complex and often difficult to understand. Although individual behavior and group dynamics are the primary concern in the study of organizational behavior, organizational variables are also important (Nelson & Quick, 2006). Employee motivation and team cohesiveness are two such variables which affect the organizational behaviour. Though these topics discuss separately as theories, when come to the workplace these concepts are interrelated and one element affect the other elements. (Hemakumara, 2011). Accordingly the present study aims to identify the relationship between team cohesiveness and employee motivation in the public sector organizations in Sri Lanka.

2.PROBLEM STATEMENT

Team cohesiveness and employee motivation are two different segments in organizational behavior. According to Bing (2010) promoting team cohesiveness is yet another effective way to maintain team motivation. Thus the identified problem of this study is “Whether there is any relationship exists between team cohesiveness and employee motivation in the public sector organizations in Sri Lanka?”

3.OBJECTIVES

There are two objectives in this study.

1. To identify the relationship between team cohesiveness and employee fulfillment of hygienic factors
2. To identify the relationship between team cohesiveness and employee satisfaction of motivational factors.

4.CONCEPTUAL FRAMEWORK

4.1 EMPLOYEE MOTIVATION

Motivation may be defined as the psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort, and person’s level of persistence in the face of obstacles. (Jones & George, 2008).

A considerable number of theories have been developed on employee motivation. This study uses the two factor theory of Federic Herzberge. The theory explains two set of factors ie hygienic factors and motivational factors.

4.2 TEAM COHESIVENESS

A team is a group whose members work intensely with one another to achieve a specific common goal or objective. One important element of team dynamics that affects team performance and effectiveness is team cohesiveness, the degree to which members are attracted to or loyal to their group or team. When team cohesiveness is high, individuals strongly value their group membership, find the group very appealing, and have strong desires to remain a part of the team. (Jones & George, 2008)

5. LITERATURE REVIEW

There are a considerable researches have been conducted on team cohesiveness generally. But the available literature is limited on the issue of the relationship between team cohesiveness and employee motivation. Here the attempt is to review some identified studies in other countries of the world as well as Sri Lankan studies.

5.1 THE RELATIONSHIP BETWEEN TEAM COHESIVENESS AND EMPLOYEE MOTIVATION; WORLD EXAMPLES

Bing (2010) conducted a study in USA. According to this study promoting team cohesiveness is yet another effective way to maintain team motivation. Establish an active two-way communication channel so that any team problems can be tackled almost immediately. This will ensure that everyone works hard and gives his or her 100%. This gives further fillip to team motivation.

Wijayanthi & Retnaningsih (2006) identified the Indonesian background. They found that while groups have the power less attachment between group members can lead to lower level of work motivation, the decline indiscipline's, as well as causing discomfort among the members in doing one work. Results further show that the level of motivation to work tends to lower the subject exacerbated by the working group level subject of cohesiveness too low.

Stenmark (2002) found that in Sweden, the observation confirm existing theories, however, counter to what is suggested in the literature it is suggested in the showed that this lack of group identity. Motivational factors among other things differ between business and academic actors and the effect of motivation must be examined thoroughly. The above studies show the situation in USA, Indonesia and Sweden respectively. The present study tries to identify the Sri Lankan context.

5.2 EMPLOYEE MOTIVATION; SRI LANKAN STUDIES

Sri Lankan researchers tried to analyse the cause for motivation in different ways.

Result of covariance analysis revealed that the organizational corporate social responsibility has positive and significant impact on employee motivation. (Mahindadasa & Lakshman, 2011).

According to Wickramasinghe, et. al. (2010) there is an unavoidable relationship between different life domains that affect the subjective, well-being of Life. Unhappy experience of one life domain in negatively influence to the other life domains as well. Therefore the organizational motivation practices should not necessarily focus only on work related motivation but need to think the happiness and satisfaction supply chain of an individual.

Dabare (2011) found that technical officers in Sri Lanka who perceive monetary incentives as a way to increase this motivation also perceive higher level of motivation. The Sri Lankan findings show that there is a justification for the present study, which tries to analyses the relationship between team cohesiveness and employee motivation in public sector in Sri Lanka, which is yet untouched.

6. HYPOTHESIS

According to the problem statement and based on the literature, following hypothesis formulated for this study.

H1: There is a positive relationship between team cohesiveness and employee fulfillment of hygienic factors in public sector organizations in Sri Lanka.

H2: There is a positive relationship between team cohesiveness and employee satisfaction of motivational factors in public sector organizations in Sri Lanka.

7. METHODOLOGY

7.1 SAMPLE

The sample of this study consists of 37 managerial level employees those who employed in the Colombo district public sector institutions in Sri Lanka.

7.2 MEASUREMENT AND ANALYSIS

The primary data for the study collected using a questionnaire. The questionnaire consists of nine questions on team cohesiveness which based on the previous study of Weredt. et. al (2009).

Further the questionnaire consists of sixteen questions to check the satisfaction of hygienic factors and motivational factors which based on the Two Factor theory. The person correlation is used to test the hypothesis.

8. DATA ANALYSIS

8.1 SAMPLE BACKGROUND

The sample consists of 37 managers where there are 20 male and 17 female managers. Age wise 11 managers are in between 18 – 30 years, 23 managers are in between 31 – 45 years and there are 3 managers in between 46 – 60 years of age. The majority, 23 persons having more than 10 years of experience, 09 persons having 06 -10 years' experience while 05 persons having 1 – 5 years' experience as a manager in the public sector. Twenty nine managers confirmed that team work is compulsory for them while 08 managers deal with team work, most of the times.

8.2 LEVEL OF TEAM COHESIVENESS

The level of team cohesiveness was tested using the cohesion instruments of the questionnaire. The results given in table one. The table reveals that, friendly atmosphere and proud to belong the group having highest cohesion values. As a whole, all the cohesion instruments recorded more than three mean value of litter scale of 5, which confirmed that there is high team cohesiveness.

Table 1: Team cohesiveness

Cohesion Instrument	Mean Value
Friendly atmosphere	4.10
Trust each other	3.97
Warm and friendship	3.56
Treat each other	3.91
Work well together as a team	3.70
Cooperate with each other	3.91
Willing to share resources	3.64
Speak well of the group	3.67
Proud to belong the group	4.10

8.3 LEVEL OF EMPLOYEE MOTIVATION

The table 2 shows the level of fulfillment of hygienic factors. Working conditions, job security and status recorded the highest satisfaction level while the other entire hygienic factor recorded more than average mean value.

Table 3 confirmed that all the six motivational factors are in the satisfactory region while work itself recorded the highest satisfaction.

Table 2: Fulfillment of Hygienic factors.

Factor	Mean Values
Company policy and administration	3.75
Technical Supervision	3.56
Interpersonal relations with supervisors	3.83
Interpersonal relations with peers	3.86
Interpersonal relations with subordinates	3.37
Salary	3.91
Job Security	4.10
Personal Life	3.81
Working Conditions	4.21
Status	4.05

Table 3: Satisfaction of Motivational factors

Factor	Mean Values
Achievement	3.75
Recognition	3.64
Advancement	3.83
Work itself	4.02
Possibility of growth	3.40
Responsibility	3.35

8.4 HYPOTHESIS TESTING

The hypothesis tested using person's correlation analyses. The results are given in table four.

Table 4: Relationship between team cohesiveness and Employee Motivation

Correlations		Motivational Factors	Hygienic Factors	Team Cohesiveness
Motivational Factors	Pearson Correlation	1	.705**	.396*
	Sig. (2-tailed)		.000	.015
	N	37	37	37
Hygienic Factors	Pearson Correlation	.705**	1	.643**
	Sig. (2-tailed)	.000		.000
	N	37	37	37
Team Cohesiveness	Pearson Correlation	.396*	.643**	1
	Sig. (2-tailed)	.015	.000	
	N	37	37	37
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

H1: There is a positive relationship between team cohesiveness and employee fulfillment of hygienic factors in public sector organizations in Sri Lanka.

According to the correlation value of 0.643, H1 could be accepted.

H2: There is a positive relationship between team cohesiveness and employee satisfaction of motivational factors in public sector organizations in Sri Lanka.

According to the correlation value of 0.396, H 2 could be accepted.

However the table shows that there is higher positive relationship between team cohesiveness and employee fulfillment of hygienic factors, than the team cohesiveness and motivational factors.

9. CONCLUSION

This study examined the relationship between team cohesiveness and employee motivation of the managerial level employees in public sector institutions in Sri Lanka.

A considerable literature available on team cohesiveness. But there is limited literature address the relationship between team cohesiveness and employee motivation.

The study revealed that the team cohesiveness among the managerial level employees in public sector institutions in Sri Lanka is high. Further the fulfillment of hygienic factors and the satisfaction of motivational factors also recorded to have in highly positive side.

The hypothesis tests prove that there is a positive relationship between team cohesiveness and employee fulfillment of hygienic factors. As well as there is a positive relationship between team cohesiveness and employee satisfaction of motivational factors. However, there is higher positive relationship recorded with hygienic factors, than motivational factors.

The present study limited on managerial level employees in public sector. Therefore further researches could be conducted from non-managerial employees in public sector as well as on private sector employees.

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