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Assessing the Relationship between Teamwork Group-Level Factors and Human Resource Empowerment in the Branches of Keshavarzi Bank of Tehran

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Abstract

The aim of this study is to determine the relationship between teamwork group-level factors and human resource empowerment in the branches of Keshavarzi Bank of Tehran (as the primary aim) and suggest solutions for increasing human resource empowerment through the components of teamwork group-level factors (as the secondary aim). The sample includes 271 employees of the branches of Keshavarzi Bank in Tehran who were selected through simple random sampling. The data was collected through questionnaire and library method and the data collection tool was the questionnaire which its reliability and validity were confirmed. The data of variables of teamwork group-level factors and employees empowerment variables was collected through questionnaire. The results of correlation and multiple regression analysis indicate that there is a positive and significant relationship between “teamwork group-level factors” and their components i.e. “structure, norm and group size” and “human resource empowerment” (the significance level is lower than 0.05), which is generalizable to the statistical population. The intensity of relationship between teamwork group-level factors and human resource empowerment is equal to 0.669, which is direct and positive with regard to the coefficient. Moreover, due to the obtained coefficient of determination, the variable of teamwork group-level factors and its components can predict the changes of human resource empowerment variable.

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1. Introduction

Today, the pundits and experts of management science have concluded that groups are the foundations of many improvements in the organization performance. One way of solving the problems of organizations is to utilize group work and cooperation between the employees in decision-making. This leads to a significant increase in efficiency of work units. Furthermore, individuals will gain more satisfaction from their job and also will increase their work efficiency through reaching the higher levels of needs and innate growth as well as satisfying the emotional needs. An important issue, which is proposed in the organizations in order to reach this objective, is moving towards smaller size, flatter structures, more flexible operation and finding new and creative ways to use groups as the foundation of many improvements in the organization performance (Schermerhorn et al., 1994). In fact, groups are the inevitable aspect of today's life and productive organizations can survive through work groups.

Managers have found that teams have more flexibility than any other work groups and are more responsive to the changing environment. In fact, teams can be considered as an effective tool for the managers to increase job satisfaction and employees' cooperation. Therefore, organizations must pay attention to team building and working as a group in order to utilize the employees' ability more effectively as well as rebuild themselves through increasing the competitive ability and work efficiency.

2. Literature

Today finding new and creative solutions for complicated problems is getting more and more difficult and individuals and different sections in the organizations cannot solve the problems all by themselves. Thus, different organizations including industrial, commercial, non-profit and government organizations need reconsideration and revolution for their survival in organizing and dividing labours and duties among the members and employees. Following this experience, many organizations have attempted to form work team. However, the results of researches indicate that some organizations have failed in forming teamwork or at least, the team has not satisfied their main needs (Rajabzadeh, & Alizadeh Sani, 2009, p. 91).

According to Tuckman (1965), forming a group and its development contain five stages: forming, storming, norming, performing and adjourning. However, Love (1996) have converted Tuckman's model into four stages: forming, storming, norming and performing. The idea that a team is a sort of group is according to Love's statement i.e. a team moves through the developmental stages of a group. These four stages are describes as following: forming is the beginning stage of a team and gathers individuals for achieving a common goal. Storming is the stage of conflict between the members of the team over their differences (Schermerhorn et al., 1994). In the next stage, i.e. norming, members accept the team and develop norms for resolving conflicts, making decisions and completing assignments. Performing takes place when members accept responsibilities readily, so that they can follow up goals and final responsibilities (Shaw, 1981). As it was mentioned earlier, the first stage of team development is forming. In this stage, the missions and goals are described for the members. Then they perceive and accept them. On the other hand, these goals may be perceived and accepted by the members, but if the members have not perceived their roles, fields of cooperation, abilities or limitations of the team, carrying the responsibility will be difficult. Therefore, team building is based on this reality that members must have a clear role, cooperate according to their abilities and limitations and play their role in increasing profitability.

There are a large number of definitions for work group. (McDavid & Harari, 1968) have defined it as: "organized system of two or more individuals who are interrelated so that the system performs some function, has a standard set of role relationships among its members and has a set of norms that regulate the function of the group and each of its members" (p.122). Group can be defined through motivation as: "collection of individuals whose existence as a collection is rewarding to the individuals" (Bass, 1960, p.39). The combination of these definitions is a collection of individuals who have common goals or destinations, have attachment to the group and try to make changes in one another (Afjeie, 2001).

In summary, the previous studies have considered three advantages for group work as following (Rezaian, 2003):

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