

BEST HR PRACTICES FOR SHIFT FROM INDIVIDUAL TO TEAM WORK

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Article Received on 31/12/2017

Article Revised on 21/01/2018

Article Accepted on 11/02/2018

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ABSTRACT

This paper investigates the influence of human resource practices which focus on shifting from individual operations to team work. HR Practices should be managed in such a way that an individual should be able to achieve organizational goals with accomplishing their personal

objectives. The world of human resource management is changing more rapidly than we can imagine. Recognizing these challenges of the organization has created the need for fundamental advances in human resource management. This paper also suggests certain possible solution to the above said problem.

KEYWORDS: HR Practices, shift from individual operations from teamwork.

INTRODUCTION

Human resources management practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals. Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives.

OBJECTIVES OF THE STUDY

The main objective of the study is to discuss the HR Practices for shift from individual operations to Team work.

LITERATURE REVIEW

In a world increasingly characterized by globalization of product markets, the importance of human capital as a resource that can potentially provide competitive advantage has become more important. Because a firm's people are integral to its success, researchers interested in managing human capital have increasingly focused on HR practices as the levers through which firms might build the human capital that makes up resources and capabilities. The fact that HR practices are related to firm performance has been well documented. Substantial research on the HR Practices performance relationship has demonstrated that HR practices are related to a number of firm performance measures such as Market Value (i.e., Tobin's Q) (Huselid, 1995), Return on Equity (Delery and Doty, 1996), and operational measures of performance (MacDuffie, 1995). While the literature establishing an HR – performance relationship is substantial, what is lacking is empirical research examining the mechanisms through which this relationship works a (Wright & Gardner, 2003). Authors have referred to this as the “black box” problem, and many have called for more theory and research on the mediating mechanisms through which HR practices influence organizational performance (Becker and Gerhart, 1996). A recent stream of thinking in this area has focused on the ways in which HR practices can elicit organizational commitment from employees, a construct which is argued to impact their motivation and desire to stay with the firm. However, recent advances have been made in the conceptualizations of both HR practices and organizational commitment. The purpose of this chapter is to provide a more detailed analysis of the link between HR practices and organizational commitment.

HR Practices and Organization

Several researchers have examined the relationships between HRM practices and organizational commitment. For example, in an individual-level analysis, Paul and Anantharaman's (2004) study of software professionals showed that HRM practices had a significant positive relationship with organizational commitment. HRM systems have also been found to relate to commitment in samples of frontline employees from car rental, retail, and hospitality organizations in South America (Browning, 2006). Payne and Huffman (2005) found in a longitudinal study that organizational commitment mediated the

relationship between mentoring, an HRM practice in the organization studied, and employee turnover over time. In a unit-level study, Wright, Gardner, & Moynihan (2003) found a positive relationship between HRM practices and organizational commitment in a study of 50 business units from a large food service corporation.

How HR can influence employees team work

Research shows employee association is a goal for most organisations, while the benefits of effective teamwork are rarely disputed. So how can HR demonstrate its own value, by positively influencing employee teamwork? Here's how.

Supporting teamwork through HR strategy

With a mandate to develop successful team-working within your organisation, you might first address the high-level HR strategy that will guide it. Your approach to the following HR areas can all influence team work.

- 1.) **Recruitment and selection:-** There's a reason top football clubs spend millions on transfers — successful teams are made up of self-motivated employees with excellent communication skills. Identify the qualities your teams require, and design your recruitment drives accordingly.
- 2.) **Learning and Development:-** Specific skills are required to work collaboratively, and to lead a team. More effective team-working can be achieved by developing staff in areas such as project management, communication, and leadership.
- 3.) **Pay and Reward:-** Employee incentive programmes can promote effective team-working by rewarding team achievement. Examples might include performance-related team bonuses, and rewards such as group social events for top-performing teams.

How HR can guide teams

HR can directly support better team-working by getting involved in how teams are organised.

- 1) Define a clear purpose and goals for each team .
- 2) Measure team performance
- 3) Reward team excellence

Types of team building activity

- 1) Problem solving activity
- 2) Goal setting activity
- 3) Role based activity
- 4) Communication based activity.

Team Work and high Performance Work Organization**Cultural Differences**

The varying cultural context in countries may influence understanding of the term 'teamwork', due to different experiences in using the term in everyday language, experiences from a person's own work, and the influence of the media and public debate.

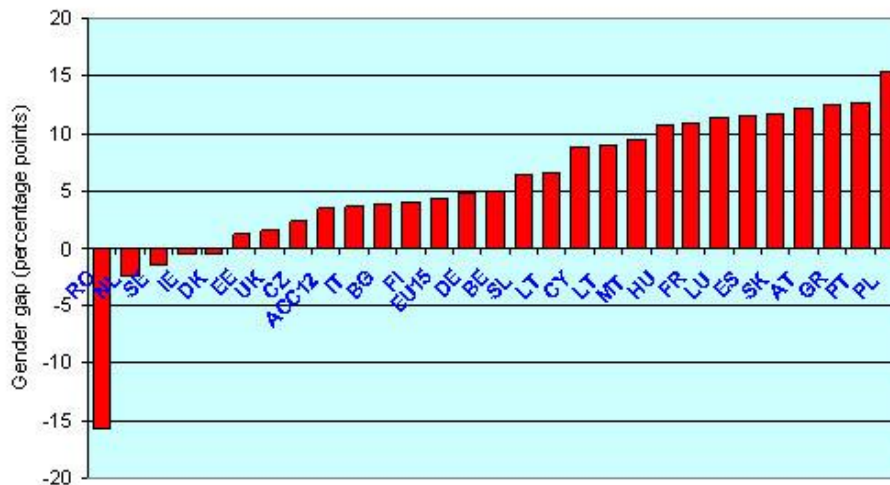
In Bulgaria, a very broad concept of teamwork exists, which is underlined by the relatively high incidence of teamwork noted within the employee population, at 67%. According to a 2005 qualitative survey on the subject, 'teamwork is understood as interdependent work in general by both employees and employers. For example, if people are grouped in departments or just work in the same premises, it is reported as teamwork.'

Similarly, in Sweden the subject of teamwork is much less current and relevant than in the last two decades of the twentieth century, and few new studies focus on teamwork in companies. At least two reasons for this declining interest are possible, according to the national correspondent.

Gender gap

Although it might seem that teamwork should not be gender specific, Figure 4 shows that more men work in teams in most of the countries under study. One major exception in this respect is Romania, where the gender gap in terms of more women being involved in teamwork reached 15.7 percentage points. Women also more commonly worked in teams in countries such as the Netherlands, Sweden, Ireland and Denmark, although the difference between men and women was not statistically significant. Fundamental differences between the sexes and their work organisation were found in Poland (a difference of 15 percentage points), Portugal, Greece and Austria, with more men than women working in teams. It is likely that these countries have more traditional work organisational parameters, particularly in sectors employing mainly women.

Teamwork incidence, by extent of gender gap

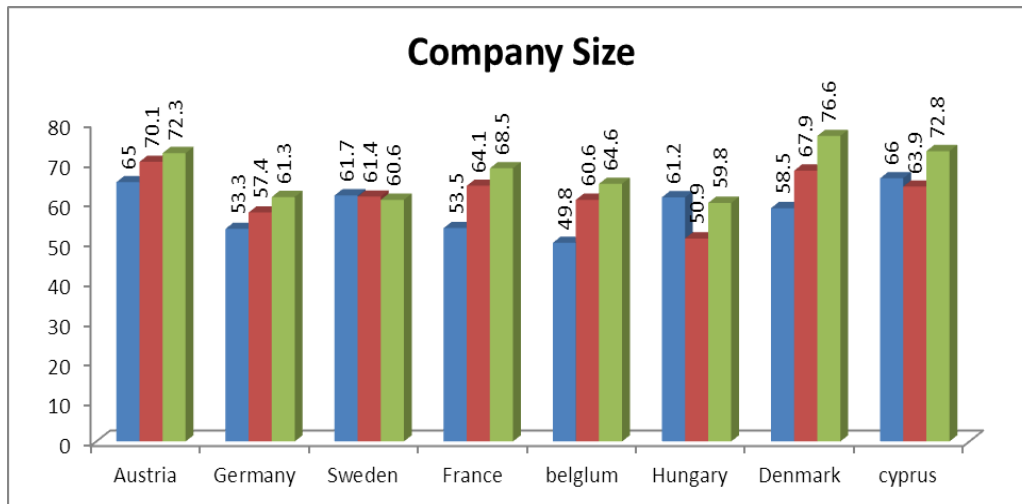


Source: EWCS 2000/2001.

The results and indications provided by the national studies make it possible to state that teamwork is equally divided between men and women in countries where there is generally greater gender equality in employment, such as in Scandinavia and the Netherlands. Conversely, southern European Member States, such as Spain and Portugal, have more pronounced differences in terms of teamwork

Company size

Analysis of teamwork by company size reveals some differentiation according to the ACC12 and EU15 country clusters. While in the majority of the EU15 countries, a statistical correlation was found between company size and teamwork, in the ACC12 the situation was the exact opposite. Among the EU15, the incidence of teamwork did not depend on company size in Austria, Finland, Germany, Ireland, the UK, and Sweden, while in the other nine countries, a correlating effect was found. In the majority of cases, large enterprises with 250 employees or more have a relatively higher proportion of employees working in teams than small companies have (Table 2). Luxembourg and Italy are exceptions: in these countries, an increased incidence of teamwork was found in medium-sized companies, with 50-249 employees.



High performance workplace organisation

The challenge for companies nowadays is to deliver quickly and flexibly new quality products and services, in order to be able to respond to greater and changing demands from clients. A high performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, and the technology and tools that enhance their work (Burton et al, 2005).

The need for new forms of work organisation as a good base for a high performance workplace is considered to be a key element and integral part of the Lisbon Strategy, which set its goal to make the EU economy the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion by 2010. Since then, this objective has been underlined in several European Council meetings. In 2005, the Presidency conclusions of the Spring Council stated that 'new forms of work organisation... will contribute to adaptability' and, in September of that year, the UK European Presidency organised a conference on the theme of high performance workplace organizations.

A core element in new forms of work organisation

While teamwork is considered to be one of the core elements of this new work organisation, different forms can be distinguished, and not all with the same consequences. In fact, wide differences emerge between the forms of new work organisation developed in different countries (Lorenz and Valeyre, 2003). A good overview of these can be found in the report *Partners at work? A report to Europe's policymakers and social partners* (Totterdill,

Dhondt and Milsome, 2002). The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgement and opinion.

Role in organisational change

New forms of work organisation are used by companies to implement strategic decisions that are taken in response to a range of business challenges and pressures (EWON, 1998). A company's attitude to the introduction of teamwork is important in the process of implementing and transforming the work organisation into a HPWO. Teamwork is not an answer to all company problems and organisational changes usually require interventions at all levels within an enterprise (Guest, 1995).

Impact on efficiency and productivity

example, a Spanish study (Galve Górriz and Ortega Lapiedra, 2000) examined the efficiency of two plants of a company in the steel sector which practised two different approaches to teamwork. In Plant A, which did not register any increase in work efficiency, the organisation of work around a production line made the establishment of informal contacts in the workplace impossible. Secondly, teamwork training was only given to senior managers and did not take into consideration the specific needs of each production plant, failing therefore to customise the teamwork structures to the specific characteristics of each plant. Finally, hierarchical organisation within the company tended to weaken the information flow among the different business process levels, and thus diminish performance.

Occupation and employment status

Teamwork is directly related to the type and nature of professions. The following analysis clarifies which professions have a high or low incidence of teamwork, according to the International Standard Classification of Occupations (ISCO).

The conclusions from the national studies support this finding; in France, for example, according to the 1997 survey of organisational change and computerisation, teamwork is generally characteristic of managerial and planning or design positions with hierarchical or technical responsibilities. In the UK, the nationally representative survey of establishments, WERS 1998, shows that teamworking was least common in workplaces mainly comprising craft and related workers, and operative and assembly workers. Conversely, teamwork was most common among professionals. The Portuguese correspondent also states that teamwork

is most frequently found among professionals, technicians and associate professionals, and managers.

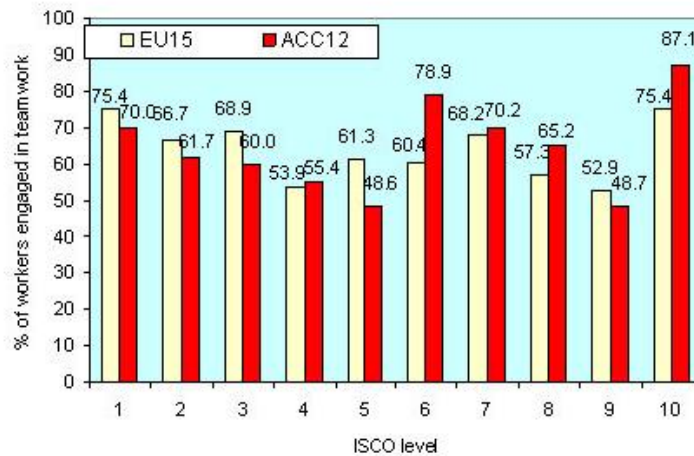
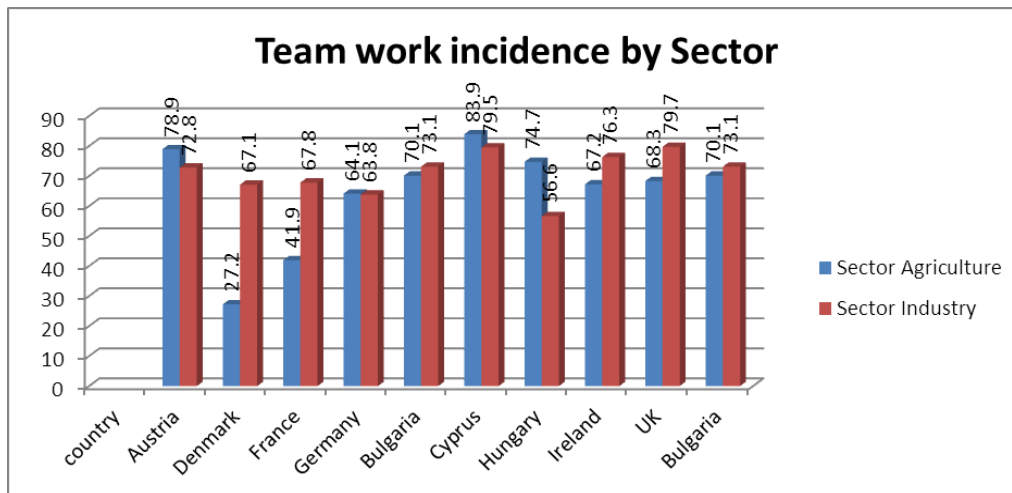


Figure:- Teamwork incidence, by occupation (%).

Notes: 1. Legislators and senior officials and managers; 2. Professionals; 3. Technicians and associate professionals; 4. Clerks; 5. Services workers and sales workers; 6. Skilled agricultural and fishery workers; 7. Craft and related-trades workers; 8. Plant and machine operators and assemblers; 9. Elementary occupations; 10. Armed forces. The low representation of armed forces, legislators (in Luxembourg and Portugal) and skilled agricultural workers means that there may be some bias. Armed forces and skilled agricultural workers are not taken into account when interpreting the data.

Team inciden, By sector

According to the EWCO data, the Netherlands was the only country with a marked predominance of teamwork in the services sector, at 71.4%. However, the national report, based on data from the 2005 TNO survey of labor relations, shows that teamwork is relatively evenly balanced between the services sector and industrial sectors. Data from the TNO survey draw attention to the predominance of teamwork in the agricultural sector, where 95.5% of employees work in teams; however, this proportion is most likely distorted by the low representation. The 2005 survey only finds substantial differences when using a more detailed classification of economic activity. The highest proportion of employees working in teams of a minimum of four and a maximum of 20 persons, who work on a product or service together in companies with 30 employees or more, can be found in the hotels and restaurants sector, at 82.4%, and in the financial services sector, at 76.2%. The lowest proportions are registered among employees working in the construction industry, at 48.5%, and in business services, at 59.4%.



The incidence of teamwork can also be viewed from the perspective of the private and public sectors. In this case, the results of the national studies vary. While in the UK, for example, a higher proportion of employees work in teams in the public sector, the opposite is the case in Finland and Estonia.

Notes: The proportions of employees working in teams in the agricultural sector are often distorted by the very low representation of respondents in this sector.

Reason why team work is important

- The organization is not a structure, it's a living community.
- Quarterly accounting profits don't accurately track performance; they're a lagging indicator, and can provide misleading information on their own.
- People are not a static resource, they are living assets that create all the other assets.
- Employee engagement is crucial. It doesn't guarantee success, but its absence pretty much guarantees failure.
- Values and culture are important: you can't financially incentivize your way to lasting success.
- Personal leadership coaching cannot be understood as being separate from organizational development: one is ineffective without the other.

How HR can guide teams

HR can directly support better team-working by getting involved in how teams are organised.

- **Define a clear purpose and goals for each team** — To be effective, a team must know its overall purpose and current goals. Involve team members in goal-setting, since they'll likely feel more engaged by goals they helped create.

- **Measure team performance** — What's measured improves. So establish effective metrics and reporting from team leaders. If team performance is sub-par, you'll know why and how to fix it.
- **Reward team excellence** — Variable pay and rewards linked to team objectives can help galvanise teams and motivate them to achieve team goals.

Motivation

HR practices can be expected to have unique effects on commitment. Motivation enhancing practices should positively influence commitment, and result in motivational outcomes. Consistent with the perceived organizational support arguments, incentives and other rewards-for-performance practices signal a positive valuation of employee efforts thus increasing reciprocal commitment (Meyer and Allen, 1997; Rhoades et al., 2001). Additionally, Klein's (1987) extrinsic satisfaction model suggests that financial rewards designed to increase commitment to work outcomes align employee interests with the organizations resulting in greater commitment to the organization. However, these practices may not impact continuance outcomes unless the pay is at a level that would require employees to take a pay cut if they left.

In the word of Tracy May lett, the CEO and the president of decision wise ,a management consulting firm specialization in leadership and organization development ,Organization have in fact contorted the very meaning of "Employee Motivation".

IMPLICATIONS AND CONCLUSION

As noted previously, researchers on the HR and firm performance relationship have increasingly called for research on the "black box," or more proximal mediators of this relationship. Much attention within this realm has focused on organizational commitment as one such potential mediator. However, recent conceptualizations of HR practices and commitment call for a more nuanced approach to studying this relationship. Klein et al.'s (in press) conceptualization of commitment as an individual's perception that they are bound to a given target certainly focuses on the psychological process through which employees form such perceptions. Bowen and Ostroff (2004) argued that HR practices serve as communications mechanisms to employees, and these communications must be interpreted through each individual's personal lens (Wright & Nishii, 2006). Again, the concept of rationales, or attributions focuses attention on individual differences in reactions to the same sets of HR practices. Separating the commitment construct from the outcomes of affect,

continuance, and Human Resource Practices and Organizational Commitment CAHRS WP07-15 motivation outcomes may seem to be theoretical nitpicking. However, it focuses research attention on the variety of outcomes that can be observed, and considering these outcomes with different HR practice sub-bundles leads to better understanding of the impact that each subbundle can have. Rather than focus on laundry lists of “high commitment” or “high performance” HR practices, the AMO approach enables a more theoretically specific understanding of the relationships between HR practices and organizational commitment. In addition, as noted before, much of the previous research focused only on the affective commitment measure, which tended to include items that might reflect continuance commitment (e.g., “I would turn down a job with more money to stay with this organization.”) This newer conceptualization of commitment might suggest developing more specific and more comprehensive measures of commitment outcomes to ensure that each category is adequately covered.

Finally, this analysis suggests that in order to truly understand how HR practices impact firm performance, we must measure all the practices, not just those we think are “high commitment” or “high performance” ones. While the AMO framework provides more specificity than the unidimensional scale (Delery, 1998; Delery and Shaw, 2001; Lepak et al., 2005) it still seems to only assess practices that are deemed to have strong positive outcomes. However, many practices exist that might not meet this criteria but may still impact performance. It would behoove the field to broaden our measures to include such practices.

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