



A STUDY ON NEW DIMENSION FOR SUCCESS OF HRM PRACTICES ON TEAM BUILDING IN INSURANCE INDUSTRY

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Abstract

Team building is an ongoing process that helps a work group evolve in to a cohesive unit. The team members not only share expectation for accomplishing group tasks, but trust and support one another and respect one another's individual difference. Teams are serious business today's economy as companies realize the value of team in creating greater employee involvement, leveraging human resources, fostering innovation, and shoring up the bottom line high-functioning teams are what make high-performing companies. Cooperation and communication among the staff is necessary for the individuals to accomplish their job as well as for the agency to grow and to prosper.To find out the new dimension of team building in insurance industry.

Key Words: Team Building, Innovation, Communication, Involvement.

1.1 Introduction

A team is a group of people working towards a common goal.Team work is related to a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable. A team leader or team lead is someone who provides guidance, instruction, direction and leadership to a group of other individuals for the purpose of achieving a key result or group of aligned results. Team building was originally a group process intervention aimed at improving interpersonal relations and social interactions but overtime has developed to include achieving result, meeting goals, and accomplishing tasks. It refers to the activities in which teams can engage to change its context, composition or team competencies to improve performance. It is distinct from team training, which is also a team-development intervention that is designed to improve team functioning and effectiveness. Team building differs from team training in a number of way. Team building is not necessarily formal or systematic in nature, does not target skill-based competencies, and is typically done in setting that are not in the actual environment where the team work on the task. Team building is a specific team development intervention that has been scientifically proven to positively affect team effectiveness, when exerted with its intended purpose.

Team building is aimed at specific needs, and thus has been proven to have specific outcomes on teams.Successful team members do not do the same thing at the same time. They do the right thing at the right time. While team members work together toward a common goal, individuals must still play their separate part in the process. As organization rely more and more on teams to innovate, problem solve, produce and compete at the speed of change, understanding and capitalizing on individual approaches to group process is the bottom line on creating high performance teams. Team building involves a number of critical decisions. This includes selecting the right people for the team. It has been suggested that the skills, knowledge, and motivation needed to function effectively in a team go beyond the technical skills often measured in traditional selection contexts.

Team building can be lead to

1. Good communication with participation as team members and individuals
2. Increased department productivity and creativity
3. Team members motivated to achieve goals
4. A climate of cooperation and collaboration problem solving
5. Higher level of job satisfaction and commitment
6. Higher level of trust and support
7. Diverse co-workers working well together
8. Clear work objective
9. Better operation policies and procedure.

New dimension for success of team building

Influence: People who are strong in this dimension enjoy being sable to influence others. They are great at negotiating and persuading and they love having knowledge sand ideas that they canshare. Influence are also good sat creating network they



excel at making strategic friendships and connections. Influencers don't always have to be in a sales role to use this strength effectively.

Interpersonal Facilitation: Team members who are strong in this area are often behind the scenes workers. They're good at sensing people's emotions and motivations. They're also skilled at helping others cope with emotional issues and conflict.

Relational Creativity: People who are strong in this dimension are masters at using pictures and words to create emotion, build relationships, or motivate others to act. Remember that relational creativity is different from influencing. Influencing involves person-to-person interaction, while relational creativity occurs from a distance.

Team Leadership: Team members who are strong in team leadership succeed through their interactions with others. This area also might sound like the influencing dimension, but there's an important difference. Influencers thrive on the end result and the role they play in closing a deal. But team leaders thrive on working through other people to accomplish goals, and they're more interested in the people and processes necessary to reach the goal.

Encourage trust and cooperation among employees on your team: Remember that the relationships team members establish among themselves are every bit as important as those you establish with them. As the team begins to take shape, pay close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships.

Encourage team members to share information: Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.

Establish team value and goals, evaluate team performance: Be sure to talk with members about the progress they are making towards established goals that employees get a sense both of their success and of the challenges that lie ahead.

Define a mechanism for clear and consistent communications among team members: Consistent communication is the most important trait of a successful group. Without communication, none of the other traits can occur. Successful groups even over-communicate, such that:

- All members regularly receive and understand similar information about the group, for example, about the group's purpose, membership, status and accomplishments.
- These communications might be delivered through regular newsletters, status reports, meetings, emails and collaboration tools.

Determine the membership of the team: Consider the extent of expertise needed to achieve the goals, including areas of knowledge and skills. Include at least one person who has skills in facilitation and meeting management. Attempt to include sufficient diversity of values and perspectives to ensure robust ideas and discussion. A critical consideration is availability – members should have the time to attend every meeting and perform required tasks between meetings.

Contact each team member: Before the first meeting, invite each potential team member to be a part of the team. Communicate the goals of the project, why the person was selected, the benefit of the goals to the organization, the time frame for the team effort, and who will lead the team. Invite the team member to the first meeting.

Support team meetings and the members' processes in the team: It is critical that supervisors of team members remain available to provide support and resources as needed. The supervisor should regularly monitor team members' progress on achieving their goals. Provide ongoing encouragement and visibility to members. One of the most important forms of support a supervisor can provide is coordination with other supervisors to ensure that team members are freed up enough to attend meetings.

Regularly celebrate team members' accomplishments: One of the best ways to avoid burnout is to regularly celebrate accomplishments. Otherwise, members can feel as if they are on a treadmill that has no end.

HRM as you know by now involves the embracing the dimension of people. It involves selection, motivation, and retention of the employees.

The functions are a mixture of behavior analysis, policy formulations and maintenance of good interpersonal relations. In this lesson, we are going to focus on all of these functions: the staffing, personnel management, or (as it's usually called today) human resource (HR) management function. These include:



1. Conducting job analyses (determining the nature of each employee's job)
 - a. Planning labor needs and recruiting job candidates
2. Selecting job candidates
3. Orienting and training new employees
4. Managing wages and salaries (how to compensate employees)
 - a. Providing incentives and benefits
5. Appraising performance and communicating (interviewing, counseling, disciplining)
6. Training and development
7. Building employee commitment
8. Equal opportunity and affirmative action
9. Employee health and safety
10. Grievances and labor relations

Literature Review

Kreitner & Kinicki (1998:516) describe leadership as a social influence process in which the leader tries to obtain the voluntary participation of team members in an effort to reach institutional objectives. Russel (2000:658) state that successful leaders anticipate change, vigorously exploit opportunities, motivate their followers to higher levels of productivity, correct poor performance and lead the institution toward its objectives.

Graetz (2000:557) state that the goal of leadership should be to improve performance, increase output, and simultaneously bring pride of workmanship to employees. Leaders thus play a key role in ensuring that the shared beliefs and values permeate throughout the institution by the way they show commitment to task execution, interact with and show concern for others, and articulate and live the core values of the institution. Where culture is out of step with current reality, it is the role of leadership to effect the changes required to re-align the institution.

In addition to focusing on teams, organisations make extensive use of teambuilding as part of growing and developing staff; as Buller and Bell (1986: 305) remark: "One of the most popular intervention techniques in organisation development (OD) is teambuilding."

Indeed, it has been found that it is the intervention used most frequently in planned change efforts (Offerman & Spiros 2001; Covin & Kilmann 1991). However, in spite of the popularity thereof, and the capital expense involved therein (Williams, Graham & Baker 2002: 45), research on the success of teambuilding remains inconclusive and challenging (Rushmer 1997). It would seem that in South Africa, the international trends are followed, with teambuilding being a prevalent practice within South African organisations, but not receiving much research attention (Kriek 2007). It is the perceived success of teambuilding practices in South Africa (from a participant perspective) that is the focus of this research. Organisations utilise a variety of types of teambuilding to facilitate interventions (Hayes 1997; Brawley & Paskevich 1997: 16–17), for a variety of purposes, including improving interpersonal relationships, increasing motivation, aligning with change programmes, increasing productivity, finding direction and resolving conflict (Kriek 2007). Teambuilding had become specialised (Brawley & Paskevich 1997: 16–17) with different activities, techniques and instruments used in interventions in South African organisations.

Mr. S. Karthik Raja (2007) made a study on HR Practices in Arasu Cement, Ariyalur. The objectives are to study the opinion of the employees towards selection and recruitment process, to study the opinion of the employees towards training and development programs to study the opinion of the employees regarding the welfare facilities and to offer suggestions for improving HR Practices adopted by the organization. His universe was 1125 employees and from this he has taken 10% as sample of the study.

Ms. T. Subashini conducted a study on HR Practices (2005) at Kothari Sugars and Chemicals Limited. The main objectives are to study the functions of the HR department in the company, to study their recruitment process and to know about the training and development programs conducted for the employees. The findings of the study revealed that the HR Practices carried out in the company are at moderate level.

Ms. J. Jababalan Dancy (2004) conducted a study on HR Practices among executives at Salem Steel Plant, Salem. The objective of the study are to find out the general HR Practices Prevailing in the organization, to study the training and development programs conducted by the HR department, to study the labour welfare facilities in the company and to study the HR initiatives in the company. The findings revealed that the HR Practices carried out by the company are satisfactory.



Mr. M. Natarajan (2006) conducted a study in BHEL, Trichy. The objectives are to study the effective utilization of human resource, to study the proper recruitment process and to study about the roles and procedures in BHEL. The findings revealed that the HR Practices carried out are satisfactory.

Research methodology

It is an investigation of finding solution to scientific and social problem through objectives and systematic analysis. It involves studying something and trying to discover facts about it.

Research problem

The study was based on success of team building in insurance industry. The research was based on building stronger teams in the insurance industry by using new technic and dimension. The research problem in this study is to find out the new dimension of team building and its effectiveness.

Objectives of the study

1. To identify the importance of team in insurance industry.
2. To find out the new dimension of HRM practices on team building in insurance industry.
3. To analysis the success factors of team building.
4. To find out the effectiveness of new dimension of team building.

Sample Size

The present study is descriptive one and it is based on human resources management Practices. Sample size is 100 respondents and convenient sampling method were used.

Data Collection

1. Both primary and secondary data were used.
2. The primary data are collected than from the team leader sand employees of insurance industry.
3. The secondary data have been collected at first form the text books, web sites, journals and other secondary sources.

Tools Used for Data Analysis

Chart Analysis

Standard Deviation: (SPSS SOFTW

Chi-Square Test: (SPSS SOFTWARE

Findings

1. More than 70% of respondents are satisfied the dimension of relational creativity 30% of respondents are dissatisfied the dimension of relational creativity.
2. 4 cells (100) have expected frequencies less than 5. the minimum expected cell frequency is 1.5.
3. 4 cells (100) have expected frequencies less than 5. the minimum expected cell frequency is 1.2.
4. More than 72% of respondents are satisfied the dimension of team leadership performance.
5. 28% of respondents are dissatisfied the dimension of team leadership performance.
6. 85% of the respondents are from the age group of 41 years & above & having the experience of 16 years & above.
7. 48% of respondents are having an experience of 16 years & above.
8. 40% of the respondents' are professional degree holders & drawing a salary of Rs.30, 001 & above.
9. 87% of the respondents are having an experience of 16 years & above. They also agree that worker's participation allowed in management.
10. 27% of the respondents agree that working environment of the organization is good & having the Income range of Rs. 30,001 & above.
11. 37% of the respondents agree that both welfare schemes & retirements benefits are good in the organization.
12. 41% of the respondents agree that grievance handling procedure is good.
13. 42% of the respondents agree that relationship between the employees & subordinates is good.
14. 43% of the respondents agree that career development is good & also agree that the superior delegated authority to his subordinates is good.
15. 38% of the respondents agree that organization provided need based training. They also agree that current performance appraisal is good.
16. 40% of the respondents agree that enhancement to employee's skills are given in the organization.
17. 24% of the respondents agree that employees informed by our superior regarding the areas of improvements.



18. 33% of the respondents agree that target setting is good & also agree that the company is favorable to the employers in setting employees own career path.
19. 23% of the respondents are professional degree & also agree that the salary provided by the organization is good.
20. 25% of the respondents agree that health & safety facilities provided by the organization are good.
21. 34% of the respondents agree that interpersonal relationship is good & also agree that all welfare schemes provided by organization are good.
22. 32% of the respondents agree that compensation paid by the organization is good.
23. 60% of the respondents disagree that relationship between trade union & the organization is good.
24. 40% of the respondents agree that working culture provided by the organization is good & also agree that cordial relationship with peers is good.
25. 32% of the respondents agree that the company is favorable to the employee's career path.
26. 33% of the respondents agree that incentives & awards provided by the organization is performance based.
27. 44% of the respondents agree that the leader treat all the employees equally.
28. 27% of the respondents agree that the employees present appraisal system match with employee's career development.
29. 46% of the respondents agree that feedback given by superior is good & also agree that friendly relationship between leader & employers is good.
30. 42% of the respondents agree that the safety aspects related to my work are taken care of by the company is good & also agree that the management provided all tools & latest equipments.

6.3 Findings Related Hypothesis

1. There is a significant relationship between Experience & Income.
2. There is a significant relationship between cordial relations with superiors & satisfaction for grievance handling.
3. There is a significant relationship between adequate need based training & satisfaction for current appraisal system.
4. There is a significant relationship between the respondent's qualification & the satisfaction for salary.
5. There is no significant relationship between discrimination feelings of employees in career development with the present appraisal system matching career development.

Suggestion

1. For the successful and effective and effective team building the team leader should consider the personal feeling of the member.
2. The team leader should confirm that the member clearly perceived that objective of the team.
3. The target set for the team member must also be helpful for the achievement of personal task of the member.
4. The team leader must encourage the member to actively participate to the accomplishment of team objective.
5. The team leader must be very careful in selecting the member of the team and ensure that each member I specialised in specific area.
6. More amount of workers participation in management can be encouraged.
7. The relationship between trade union & organization can be strengthened further.
8. Training & guidance given to the employees can be enriched.
9. The management may interact with the employees to get practical suggestions for better implementation of work processes.
10. Grievances handling procedures may be more simplified and addressed.
11. The organization may give more focus on employee's career development.
12. The health & safety facilities, tools & latest equipments given to the employees can be improved successively.

Conclusion

The objectives of an effective HRM system are to build a high-performance workplace and maintain on environment for quality excellence to enable employees and the organization to achieve strategic objectives and adapt to change.

The strategic importance of HRM means that a number of key concepts must be applied. Some of these concepts are

1. Analyzing and solving problems from a profit-oriented, not just a service-oriented, point of view.
2. Assessing and interpreting costs or benefits of such HRM issues as productivity, salaries and benefits, recruitment, training, absenteeism, overseas relocation, layoffs, meetings, and attitude surveys.
3. Using planning models that include realistic, challenging, specific, and meaningful goals.
4. Preparing reports on HRM solutions to problems encountered by the firm.



5. Training the human resources staff and emphasizing the strategic importance of HRM and the importance of contributing to the firm's profits.

The increased strategic importance of HRM means that human resource specialists must show managers that they contribute to the goals and mission of the firm. The actions, language, and performance of the HRM function must be measured, precisely communicated, and evaluated. The new strategic positioning of HRM means that accountability must be taken seriously and the investment in human assets is the focal point.

The new dimensions of successful team building are interpersonal facilitation, the effective leadership and relation creativity. These dimensions play an effective role in creating a successful team building. Conflict management is also an important role for the success of team building. The team leader is very attentive in understanding the members personally, their perception and expectations, and they are willing to allocate tasks according to their expectations.

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