

## A STUDY ON THE IMPACT OF LEADERSHIP AND TEAMWORK ON TALENT RETENTION

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**Abstract:** Talent management is critical to all organisations as cost of hiring and training new employees will drive up costs, reduce profitability and return to shareholders. . Moreover, new employees will need time to adapt to the new work culture which could result in a delay in meeting customer commitments. Employers also will not be able to sustain for long due to rising costs within the organisation and also due to external factors like competition and prevailing economic conditions. Another factor which has a considerable impact on employees is change management. Leaders and top managements must be on the constant look out for offering challenging opportunities to its work force and at the same time help each employee in adjusting to the changes.

**Introduction:** “Innovation distinguishes between a leader and a follower”, Steve Jobs, Apple co-founder. A great leader inspires his team members and motivates them to complete and achieve the target set for the team. Leaders must build confidence in employees by emphasising and clarifying the link between employee actions and business results. Good leaders should do things in an unconventional way and most importantly to provide innovative leadership, the leaders themselves must be engaged and passionately involved with their job and the company.

A sustainable employee group working in a cohesive manner is an important factor affecting employee commitment to the organisation. A team is a small number of individuals with complementary skills who are committed to a common goal for which they hold themselves mutually accountable. It is very important

### Hypotheses

1. H<sub>0</sub> There is no influence of gender on teamwork among employees.
2. H<sub>0</sub> There is no significant influence of total work experience on teamwork.
3. H<sub>0</sub> Gender does not influence the efficiency of the leader.
4. H<sub>0</sub> Age has no significant influence on the effectiveness of the leader.

**Methodology of the study:** Primary and secondary data was used in the study. Structured questionnaire comprising of two sections was used- the first section included demographic details of the respondents and the second section comprised of statements relating to team work and leadership. The questionnaire was translated in Tamil to facilitate easy comprehension by the employees. Totally 275 questionnaires were distributed, 225 forms were received, of which 216 were complete and the incomplete questionnaires were not included. The study was carried out in mainly in Chennai and a few were distributed among employees working in the outskirts of Chennai.

Secondary data was taken from published articles, journals and books. Additionally, discussions were held among employees in small groups and also with leaders/managers to get their feedback and suggestions.

to ensure that the members are able to work in a cohesive manner and settle differences among themselves as otherwise the work will not be completed on time. Another factor to be considered is that the team size should be small and the leader should maintain individual contact with each team member. Team work and leadership are complementary and play a very vital role in retaining the best performers as very often employees leave the job because they are dissatisfied with their leader.

### Objectives of the study:

1. To understand the contributing factors to effective team work.
2. To study the role a leader plays in leading the team.
3. To determine if there is correlation between leadership and team work.

**Review of literature:** For the purpose of this study, only few important factors relating to leadership and teamwork were considered. Relating to teamwork, aspects concerning equal and fair opportunity to each team member, whether the team members complement each other and if differences are settled among themselves were included in the questionnaire. For finding out the perceptions of the employees on leadership in their organisation aspects relating to open communication with their leader, role of the leader in assisting the career prospects of each employee in the team, appreciation of good execution of the task and employee's contribution to the overall goal of the concern.

A team is a small number of individuals with complementary skills who are committed to a common goal for which they hold themselves mutually accountable. Two types of teams are used in

organisations – self-managed work team and project teams. A self-managed team is a small group of people empowered to handle a particular on going task. A project team, on the other hand, is organised for a non-routine task for a limited duration and ceases to exist when the job is done.

Team members should be selected depending on the skills required to achieve the goal, like technical, problem-solving, interpersonal and organisational skills. Individuals with specific skills are recruited and the team leader must play the roles of initiator, model and coach, rewards must be used to align team members’ interests with the organisational goals.

In “3-D Chess: Boosting Team Productivity Through Emotional Intelligence”, Steve Barth focuses on interpersonal skills for successful teamwork. To bring out the strengths in the team, three critical ingredients are necessary:

**Trust:** Members share caring and concern for one another and view each other as honest and committed to the team’s purpose.

**Group identity:** Members feel that they need the group and the group needs them and that their task is worthwhile.

**Group efficacy:** Participants feel confident that they can achieve their task together better than working individually.

Teamwork processes are positively related to team effectiveness criteria. Effects of teamwork processes may depend on the nature of the interactions the teams employ to complete their work that is, when the level, mindfulness, or complexity of task work is relatively high, team processes should play a more central role in task accomplishment and thereby

exhibit stronger relationships with team outcomes. In contrast, when the level, mindfulness, or complexity of task work is relatively low, team processes should evidence weaker relationships with outcomes. Team members should possess skills required for the completion of the task assigned within the time allowed and specially trained work force will be needed to carry out specific activities. Employers should provide ample opportunities for frequent interaction among team members and also between teams as it will help in exchanging ideas and finding solutions to problems.

Another factor that may moderate the relationship between teamwork processes and team effectiveness is **team size**. Larger teams have more linkages among members than do smaller ones and therefore face greater coordination challenges. Larger teams may have greater difficulty developing and maintaining role structures that replace the need for on-going mutual adjustment to integrate task contributions. Therefore, team outcomes will hinge more on effective teamwork processes among larger, as compared to smaller, teams.

Yukl, (1989), defines leadership as “the process whereby one individual influences other group members towards the attainment of defined group or organisational goals”. As such the concept of leadership has undergone changes from the concept of “born-leader” to “situation-leader” to effective leader. It involves the exercise of influence by the leader on the perception, motivation, communication, personality and behaviour of the followers.

**Table 1 Characteristics of successful leaders**

Trait/characteristic	Description
Drive	Desire for achievement, ambition, high energy, tenacity, initiative
Honesty and integrity	Trustworthy, reliable and open
Leadership motivation	Desire to exercise influence over others to reach shared goals
Self-confidence	Trust in own abilities
Cognitive ability	Intelligence, ability to integrate and interpret large amounts of information
Knowledge of the business	Knowledge of industry and relevant technical terms
Creativity	Originality
Flexibility	Ability to adapt to needs of followers and requirements of situation.

Source: Jerald Greenberg and Robert A. Baron, Behaviour in Organisation, Prentice Hall of India, 1999,

Page. 501.

Leadership is a solution to the problem of collective effort – the problem of bringing people together and combining their efforts to promote success and survival. This implies that – i) leadership involves influencing individuals to willingly contribute to the good of the group, ii) leadership requires coordinating and guiding the group to achieve its

goals and iii) group performance is essential as there is competition for the scarce resources.

Leadership styles are associated with certain effects – considerate leaders enhance the job satisfaction of subordinates, structured leaders have high performing teams, and transformational leaders inspire greater commitment. Further, certain styles are appropriate in certain conditions (Schreisheim,

Tepper, &Tetrault) – for example, a task oriented approach is better when leaders have a high degree of control over the situation, whereas a people-oriented approach is better when control is moderate. Strategic leadership theory describes how leaders’ decisions affect organisational performance. Further, these decisions are a function of a leader’s personality, values, assumptions and beliefs. Leadership effectiveness should be defined and

evaluated in terms of the performance of the group or team for which a leader is responsible. It is important to distinguish between the success of managers’ careers – defined in terms of wealth, status, and reputation, and managers’ effectiveness as leaders-defined in terms of performance of the group or organisation they lead.

<b>Analyses of data: Table 2 Demographic details of the respondents</b>			
<b>No.</b>	<b>Particulars</b>	<b>No.of respondents</b>	<b>Percentages</b>
1.	Gender Male Female Total	142 74 216	65.7 34.3 100
2.	Total experience 0-5 years 5-10 years More than 10 years	109 35 72 100	50.5 16.2 33.3 100
3.	Position in the present organisation Top management Middle management Employees	– – 216 216	– – 100 100
4.	Age Below 25 25-40,40-50 More than 50	105 82 25 04 216	48.6 38 11.6 1.9 100
5.	Type of industry Manufacturing Service Others	195 14 07 216	90.3 6.5 3.2 100

**From the above table it can be observed that:**

1. The sample consisted of 65.7% male and 34.3% female employees.
2. With regard to work experience, 33.3% had more than 10 years experience, 16.2% had between 5 and 10 years and 50.5% had less than 5 years working experience.
3. The sample included employees only and did not include Manager level and above.
4. The age wise breakup of the respondents was, 48.6% were below 25 years, 38% were aged between 25 & 40, 11.6% were between 40 & 50 years old and only 1.9% were more than 50 years old.
5. The sample consisted of 90.3% of the employees working in the manufacturing sector, 6.5% in the service sector and 3.2% in the remaining type of industry.

<b>Hypothesis 1 H<sub>0</sub>: There is no influence of gender on teamwork among employees.</b>				
<b>Table 3 Table showing gender and team work of the employees</b>				
<b>Particulars</b>	<b>Mean</b>	<b>F Value</b>	<b>P Value</b>	<b>Level of Significance</b>
Male	77.39	.726	.395	Not significant
Female	74.32			

\*\* Significant at 1% level, \* Significant at 5% level

The above table reveals that the sample population does not differ significantly in their perceptions

towards working as a team when classified on the basis of team work. Team work is one of the important factors that motivates an employee on the job and is critical in determining the end product. If the team members play a positive role and encourage each other the end result will be easily achievable without any hindrances. Women employees contribute to the team as much as men while working on the job. However the mean values show that team spirit is better among the men as compared

to the women employees. The possible explanation could be that men are able to settle the differences in opinion among themselves during the course of the work without impacting the output. Women employees on the other hand may find it difficult to adjust with their teammates as they are not ready to accept the suggestions of the co-workers. From the above table it can be seen that null hypothesis is accepted and gender does not influence team functioning.

**Hypothesis 2 H<sub>0</sub> :There is no significant influence of total work experience on teamwork. Table 4 Table showing total work experience and team work of employees**

Particulars	Mean	F - Value	P Value	Level of Significance
0 - 5 years	76.10	.062	0.940	Not Significant
5 - 10 years	76.86			
More than 10 years	76.46			

\*\* Significant at 1% level, \* Significant at 5% level

The above tables show that there is no significant difference with regard to the perception of the employees towards team work irrespective of their work experience. Team spirit among members between five and ten years' experience is marginally higher indicating that there is better cohesiveness among them. Team work is the key component in the manufacturing of a product as the processes are interconnected and cooperation ensures smooth

completion of the process .After having worked for more than ten years the employees reach a level where they feel they know better than their teammates and are not ready to adjust with each other. Team spirit is lowest among the fresh recruits as it is their first job and also exposure to work as a team. Based on F test null hypothesis is accepted and experience does not impact team work.

**Hypothesis 3 H<sub>0</sub> : Gender does not influence the efficiency of the leader. Table 5 Table showing gender and leadership of the employees**

Particulars	Mean	F - Value	P Value	Level of Significance
Male	80.23	.077	.782	Not significant
Female	80.90			

\*\* Significant at 1% level, \* Significant at 5% level

Trust in the leader is the major factor that drives team performance. In fact very often employees leave an organisation when they do not enjoy a good rapport with their boss. There is not much difference in the mean scores of male and female leaders and this could be because every leader is interested in his/her team performing well. Leaders will be willing to try out new strategies to motivate their employees and bring out the best in them. They need to communicate all the details of the job to the team and also help them in achieving their goals. The F test shows that there is no significant difference between male and female leaders.

Punia's (2005),study shows that women are more emotionally stable due to their high levels of emotional intelligence and quotient compared to

men, which leads us to conclude that women are more capable in handling people and recognising their needs. An effective leader must be able to motivate and create a culture of engagement. Null hypothesis is accepted and both men and women are effective leaders. Age is another important factor that influences leadership. Unless the leader himself is motivated he cannot lead an engaged team. From the above table it can be seen that older employees make better leaders. They will be able to empathise with the team better and bring about changes in the team keeping in mind the broader framework of the organisation. The mean score of leaders between the age group of 25 and 50 years is almost the same indicating that there is not much difference in their approach to

handling employees. The above results are in consonance with the outcome in the study conducted by Lakshmi Parthan,

2012 among 441 employees in the micro, small and medium enterprises. Based on F test, null hypothesis is accepted and age does not influence leadership.

Hypothesis 4 H <sub>0</sub> : Age has no significant influence on the effectiveness of the leader. Table 6 Table showing age and leadership of the respondents				
Particulars	Mean	F - Value	P Value	Level of Significance
Less than 25 years	79.41	1.192	0.314	Not Significant
25 - 40 years	81.14			
40 - 50 years	81.60			
More than 50 years	87.08			

\*\* Significant at 1% level, \* Significant at 5% level

Correlation	Team work	Leadership
Team work	1	.597**
Leadership	.597**	1

\*\* Correlation is significant at the 0.01 level (2-tailed). Pearson's correlation matrix is used to determine the inter relationship between the two variables - leadership and teamwork. The statistically significant variables are indicated by \* as given below:

\*\* Correlation is significant at 0.01 level (2-tailed)

\* Correlation is significant at 0.05 level (2 -tailed)

Pearson's correlation presented in Table 7 shows that team work and leadership perceptions of the employees are statistically significant.

**Conclusion and suggestions:** It can be concluded that the group cohesiveness and an efficient leader play a key role in retaining talent and also in attracting new talent as the employees are the best ambassadors for the employers. Employee referrals are one of the best sources for recruiting new employees as they will be able to adjust better to the work culture.

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