

Study the Relationship between Team Leadership and Productivity in Erection and Construction Company

Razieh Farjam and Hojatolah Javidi

¹MA, Organizational & Industrial Psychologist, Shiraz, Iran

²Faculty Member & Professor Assistant, Educational Science & Psychology, Marvdasht, Iran

Received: December 22, 2016

Accepted: February 27, 2017

ABSTRACT

The purpose of this research was to study the relationship between team leadership and learning organization in Erection and Construction Company in 2012. The research is descriptive-correlation and we assess this through 59 personnel which were elected by simple random sample based on Morgan table. All the statistic society was 70. The research tools were Kim's team leadership questionnaire and productivity (Achieve model) by Herse and Blanchard. The results of the questionnaires were analyzed through Pearson correlation coefficient and regression. The findings revealed that there is significant and positive correlation between team leadership and productivity. Moreover, regression results indicate that the aspects of team leadership are able to predict productivity. Meanwhile among aspects of team leadership, aptitude recognition is the most powerful predictor and communication is the least powerful predictor of productivity. The most important goal of organizations is productivity and the most important factor which affects human resource productivity is the managers. Besides, team leadership is a process of proficiency development, subjective growth and organization environment change for compatibilities such as competitive world. As a result, the managers will surely lead the organization to productivity by patroning team leadership.

KEY WORDS: Leadership, team leadership, organization, productivity

INTRODUCTION

In today's competitive market, it is essential that organizations be always one step ahead of competitors. They should try to maintain their continuous competitive advantage.

By increasing environmental pressures and sweeping changes, organizations have faced numerous challenges. In a way that inefficient attitude, systems, old management tools has been unfolded outright. Because, by traditional approaches they cannot compete in a market which all governed rules have changed. Each condition requires special tools and designing an organization which can provide superior performance results, stable, beyond competitors, stakeholders' expectation is a necessity. Organizations that have superior performance, the ability of the leader to define a clear vision and his appropriate contribution in conducting and supporting the strategic projects is of great importance. One of the efficient methods of such an evolution is creating organizations which form their structure based on teams, rather than relying on individuals.

Team-oriented organization in explaining leaders' role approach on one hand and presenting precise questions on the other hand, will provide the managers and consultants the framework and necessary tools of creating such organizations.

Managers as the organization's official representative are headed for the coordination and increase productivity. The organization success is due to productivity improvement and meeting goals depend on effectiveness of managers' performance and their leadership styles [1]. As team leadership is very different in accordance with other leadership styles, Team leaders should be equipped with required knowledge, skills and abilities. In other words, spectacular score that an organization can have in a world based on competition and demanding resources is team leadership [2, 3]. This type of leadership is a process for expertise development, individual growth and can change the organizations' environment for all consistencies such as resource depletion, global competition, flexible offer, wide demand of stakeholders who are looking to achieve greater performance. Nowadays, capabilities, economic strength and prosperity of any country depend on the efficient use of facilities, industries and manpower.

In this regard, the more workforces are competent and efficient; the country's progress in different fields of economic and social success will be greater. Current organizations' structures have replaced old structures and past tight controls with confidence, employee engagement or sharing information. The best manager is one who hear employees' words; motivate and support them. This type of leadership is team leadership which first presented by Kim. He defines it as a process of employees' common authority in different work dimensions

including working involvement, decision-making and problem solving. Competition among organizations has made the managers and supervisors to welcome any chance which lead them to progress. In the past 25 years ago, there were great emphases on productivity. For this reason, attempts have been done to eliminate employees' limitations to get more productivity. Noting work hours, fair wage and environmental conditions are amongst the factors that increases satisfaction and subsequently commitment and productivity. In this respect, the role of the manpower is of high priority. Understanding the factors that affect the employees' productivity can help managers to enhance it.

In other words the thing does not have limitation, is human capital. People within the organization are the major factor of staying in competition scene and their productivity is a major factor of organization move direction. The most important goal of any organization is to achieve the highest level or efficient productivity. Managers' efforts are formed in this direction to guarantee organization's stability in today's competitive world. Based on new achievements of management science, organization high performance is due to human resource development. In Iran national productivity organization as the productivity coordination and planning center, effective works have been done, but these efforts are not possible without theories, scholars' cooperation and faith. Employee, fund and technology are the three major factors of productivity and almost all managers and famed experts of global industries mention the human resource as the most basic one and they believe that fund and technology can be provided either by a loan or purchase but humans cannot be borrowed or bought.

Humans as the main assets of the 3rd world countries should be trained and motivated. According to multifactor productivity theory, although many factors influence the productivity but leadership and management, presence of active, successful and efficient managers is of great importance. Efficient leadership is the most important organization driving force. To sustain and survive, from the lowest to highest levels of managers should be equipped by the leadership art and science to guide others. In other word, managers of different units should have leadership and management skills simultaneously in order help the organization to sustain effectively. Accordingly to study the relationship between team leadership and productivity, two hypotheses were defined and investigated in Erektion and Construction Company in 2012.

- There is significant relationship between team leadership, its dimensions and productivity.
- Team leadership dimensions are able to predict productivity.

METHODOLOGY

The following research is descriptive-correlation and was assessed through 59 personnel which were elected by simple random sample based on Morgan table. All the statistic society was 70. Two questionnaires were used to gather the information.

Kim team leadership questionnaire has 35 questions in likert five-degree scale and includes six dimensions: respect, relationship, compromise, interest, self-control and talent recognition. It is valid because it has been translated to Persian by advisor professor, experts and researcher several times and edited. Its reliability in Iran was 0.92 and in this research 0.96, based on Cronbach's alpha.

Herse and Blanchard productivity questionnaire has 32 questions in likert five-degree scale and includes nine dimensions: ability, clarity, help, incentive, evaluation, validity and environment.

The results were analyzed through Pearson correlation coefficient and regression.

RESULTS AND DISCUSSION

To check the first hypothesis, Pearson correlation coefficient was used and obtained 0.747 in $p < 0.0001$ which reviled significant positive relationship between team leadership and productivity.

To check the second hypothesis, regression analysis by simultaneous entry was used. Multiple correlation coefficient (R) and R^2 between team leadership dimensions and productivity obtained 0.811 and 0.66. This means leadership dimensions are able to predict 66% of productivity changes. Based on F score which obtained 16.71, leadership dimensions can predict productivity significantly. Coefficient regression (Beta) showed that talent recognition is the strongest predictor and relationship is weakest one for productivity.

Kim [4] and Asadi [5] researches investigated the positive and significant influence of information and relationship on productivity. Wuestewald [6] found that team leadership affects the employees' feeling in supporting, commitment, relationship and team decision making. Wood and Fiedls [7] research reviled the positive relationship with job satisfaction. Cargin's [8] survey showed positive relationship between team leadership and professional commitment, school culture, motivation and learning. The above researches results are consistent with the first hypothesis. To explain it we can say team leadership will increase motivation by accurate organization teams' leading and as a sequence productivity enhancement.

Human beings are social creatures. Doing social works will satisfy him and increases the goods and services' quality. On the other hand societies' evolution is due to coexistence, consultation and cooperation. Teams are organizations' group with common goals and to achieve them should be coordinated in their activities. Whatever

mentioned is consistent with the second hypothesis. In this way leadership role and managers' recruitment have great value for predicting organizations efficiency and effectiveness.

REFERENCES

1. Saatchi, M. 2005. Productivity Psychology. Tehran: Virayesh Publisher
2. Siadat, A., Kazemi, I., Mokhtaripour, M. 2010. Comparative survey of relationship between intelligence organization and team leadership in Isfahan Public Universities, The journal of Public Administration Perspective, 1: 87-100
3. Rezaei, Leila. Satchi. M. 2007. Relationship between effective human factors attitudes and leadership styles with organization commitment at Iran Telecommunications Factories, M.A thesis. Marvdasht Azad University
4. Kim J. 2001. Information Technology and Firm Performance in Korea, Thirteen Annual East Asian Seminar on Economics.
5. Asadi. H. 2001. Relationship of organization culture with managers' productivity at Iran Islamic Republic Physical Education, Movement.7: 35-50
6. Wuestewald T. 2007. Shared Leadership: An Assessment of Practicipative Management in a Police Organization, Todd Westward, University of Okalahoma
7. Cargin CM. 2005. Study proficiency team leadership to chusetts middle school, Chestnut Hill, Massachusetts: Boston College, Lynch Graduate School of Education, 2005
8. Wood, MS. and Fiedls D. 2007. Exploring the impact of shared leadership on management team members' job outcomes, Baltic Journal of Management, 2: 251-272