INTERNATIONAL JOURNAL OF

MULTIDISCIPLINARY RESEARCH

IN SCIENCE, ENGINEERING AND TECHNOLOGY

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA

Impact Factor: 7.521

6381 907 438   6381 907 438   ijmrset@gmail.com   www.ijmrset.com

"Philosophy of Self-Directed Teams and Its Influence on Employee Performance" In MSN Laboratories-Hyderabad

M. Akshitha, M. Rajesh

II MBA, Department of MBA, Malla Reddy Engineering College [Autonomous], Hyderabad, India

Associate Professor, Department of MBA, Malla Reddy Engineering College [Autonomous], Hyderabad, India

ABSTRACT: The Self Directed Team (SDT) philosophy is a proven model of employee engagement which leadsto an Ownership driven work culture, thus requiring far less supervision and control than traditional management technique Create energetic, agile and vibrant workforce capable of handling **NEW ROUTINE** plant operations seamlessly.

Teams that are genuinely directing themselves, show three basic characteristics:

They take responsibility for the team's results

- They monitor their performance, actively seeking data about how well they are performing.
- They alter their approach to work as needed, creating suitable solutions to work problems
- These behaviours are implemented by putting in place the following levers in

Self-Directed Teams

They take responsibility for the team's results:

Building Team Identity

1. They monitor their performance, actively seeking data about howwell they are performing:

Team Performance Scorecard

2. They alter their approach to work as needed, creating suitable solutions to work problems:

Work Place Improvement

Hence, the fundamental requirement of driving performance through the SDT way of working is to have capable & empowered teams as the basic unit of work. These Self Directed Teams have clearly defined performance goals, membership and roles and responsibilities and carry out their day to day work activities collectively as a unit.

KEYWORDS: Common Shared vision, Being a learning organisation, Empowerment oriented, Being Egalitarian.

I. INTRODUCTION

The Self Directed Team (SDT) philosophy is a proven model of employee engagement which leadsto an Ownership driven work culture, thus requiring far less supervision and control than traditional management techniques. A Self Directed Team (SDT) is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they holdthemselves mutually accountable. Each team has defined membership, STAR Caps, team charter to represent its identity and a scorecard to measure its performance. The team members together accomplish their day-to-day work and drive continuous improvement on the frontline.

Definition: A Self Directed Team is 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

1.1NEED OF THE STUDY:

The study of self-directed teams (SDTs) in MSN Laboratories is essential to understand their impact on organizational efficiency, innovation, and employee satisfaction in the pharmaceutical industry. By examining SDTs, this research aims to identify how autonomy and collaborative decision-making contribute to improved productivity, faster problem-solving, and enhanced adaptability in a high-stakes environment. Insights gained will help MSN Laboratories optimize team dynamics, foster a culture of continuous improvement, and maintain a competitive edge through empowered and engaged workforce practices.

Common shared VISION: Teams are at the centre of activity in the autonomous way of work. Teams get direction, momentum and commitment by working towards a shared goal. Team's purpose and performance goals share a symbiotic relationship, which helps to generate synergy through coordinated efforts. Creating strong communication systems and means to disseminate information helps in building a shared vision.

Being a LEARNING ORGANIZATION: An organization's ability to adopt newer technology, process and work methods is a product of the ability of its people to learn. In order to ensure that everyone is on a learning curve, appropriate processes are designed to continuously enhance their knowledge and skills.

EMPOWERMENT Oriented: Empowerment is the cornerstone of the Autonomous way of working. It involves providing employees requisite knowledge, skills, resources, authority, opportunity and motivation to perform independently. Team members are collectively and individually responsible and accountable for outcomes of their actions.

Being EGALITARION: For individuals to work in teams, trust and fairness is the key. An egalitarian work environment eliminates status and power differences and builds trust and fairness. This includes equality of opportunity and the ability of the leader to trust the team members with responsibility and freedom**.**

1.2 SCOPE OF THE STUDY:

This research hopes to articulate more knowledge on self-directed teams (SDTs) encompasses a comprehensive investigation into their theoretical foundations, practical implementation strategies, and organizational outcomes. It seeks to explore how SDTs enhance productivity, innovation, and employee engagement across various industries. The study will analyze leadership dynamics, communication effectiveness, and team cohesion within SDTs to understand their impact on organizational performance. Additionally, it will address challenges such as autonomy management and decision-making processes, proposing evidence-based solutions to optimize SDT effectiveness. By examining both successful case studies and comparative analyses, this research aims to contribute valuable insights into fostering sustainable SDTs and enhancing organizational agility in dynamic work environments.

1.3 OBJECTIVES OF THE STUDY

Granting team members,the freedom to make decisions, manage tasks, and solve problems independently, fostering initiative and responsibility.

Promoting shared responsibility among team members for achieving goals and delivering results, enhancing commitment and ownership.

Improving efficiency and task performance by empowering teams to streamline processes and eliminate unnecessary bureaucratic hurdles.

Providing opportunities for skill enhancement, learning, and professional growth among team members, contributing to career satisfaction and retention.

Establishing a culture of continuous learning, feedback, and adaptation to drive ongoing enhancements in team processes and outcomes.

1.4 HYPOTHESIS:

Hypothesis 1: The number of years the members work in a team does not influence the team performance.

Hypothesis 2:Weak communication and collaboration practices will exhibit lower levels of productivity under traditional hierarchical structures.

Hypothesis 3: Recognition is not just a monetary benefit.

II. REVIEW OF LITERATURE

1.Author: Anderson, Frank J., & Cutcher-Gershenfeld, Joel. **Year:** 1988 **Title:** Self-Directed Work Teams: The New American Challenge **Publisher:** Irwin Professional Publishing **Abstract:** Anderson and Cutcher-Gershenfeld explore the challenges and benefits of implementing self-directed work teams in American organizations. They provide case studies and best practices, highlighting how self-directed teams can improve efficiency, innovation, and employee satisfaction when effectively managed.

2.Author: Cohen, Susan G., & Bailey, Diane E. **Year:** 1997 **Title:** What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite**Publisher:** Journal of Management**Abstract:** Cohen and Bailey review extensive research on group effectiveness, emphasizing the impact of self-directed teams on organizational

performance. They analyzefactors such as team composition, autonomy, and leadership, concluding that self-directed teams can significantly enhance productivity and employee satisfaction.

3.Author: Fisher, Kimball. **Year:** 1999**Title:** Leading Self-Directed Work Teams: A Guide to Developing New Team Leadership Skills **Publisher:** McGraw-Hill **Abstract:** Fisher offers practical guidance on transitioning to self-directed teams, emphasizing the importance of leadership in facilitating self-management. He discusses the benefits and challenges of self-directed teams, providing tools and techniques for leaders to support and sustain these teams effectively.

4.Author: Hackman, J. Richard. Hackman, J. Richard. **Year:** 2002 **Title:** Leading Teams: Setting the Stage for Great Performances **Publisher:** Harvard Business School Press **Abstract:** Hackman explores the essential conditions for team effectiveness, emphasizing the critical role of autonomy in high-performing teams. He argues that well-designed teams, clear objectives, and supportive environments enable self-directed teams to excel, providing practical frameworks and insights into managing these teams effectively.

5.Author: Ancona, Deborah, &Bresman, Henrik. **Year:** 2007 **Title:** X-Teams: How to Build Teams That Lead, Innovate, and Succeed **Publisher:** Harvard Business School Press **Abstract:** Ancona and Bresman present the concept of X-teams, which operate with high levels of autonomy and external focus to drive innovation and adaptability. They provide case studies and strategies for building and managing X-teams, demonstrating their effectiveness in dynamic and complex environments.

III. RESEARCH METHODOLOGY

Research methodology refers to the systematic approach and procedures used to conduct research and gather, analyses, and interpret data.
Source of data:
- ➢ **Primary Data:** Refers to the information collected directly from first-hand sources for a specific research problem. This data is original and collected specifically for the project at hand, making it tailored to the research objectives.
- ➢ Collected directly from respondents through:
- ➢ **Questionnaires:** Structured with a mix of closed-ended questions (Likert scale) to measure variables like, Teamplayer, Ownership etc. Questionnaire was divided into two sections. First part was designed to know the general information about and the employee second part contained the effectiveness of team performance.
- ➢ **Secondary Data:** Refers to information that has been previously collected for other purposes and is available for use by researchers. This data is pre-existing and can be sourced from various records, publication and databases.

3.2 Statistical tool: Convenience Sampling Method
3.3 Sample Size: Collected from 200 employees.

3.4 LIMITATIONS OF THE STUDY:
- ▪ The sample size might be limited, affecting the generalizability of the findings.
- ▪ Participants may provide socially desirable responses or may be influenced by their current job satisfaction levels when responding to surveys or interviews
- ▪ The study might be conducted over a relatively short period, which may not capture long-term effects of the reward system.
- ▪ Limited access to comprehensive and high-quality data from MSN Laboratories Pvt Limited could affect the study's depth and accuracy
- ▪ Measuring the performance and success of self-directed teams can be more complex compared to traditional teams, requiring new metrics and evaluation methods.

IV. DATA ANALYSIS AND INTERPRETATION

**1.Different age groups working in the team.**

S.NO	Perception	Respondents	Percentage
1	Below 20	36	18%
2	20 to30	56	28%
3	30 to 40	68	34%
4	40 to 50	32	16%
5	50 to 58	8	4%
	Total	**200**	**100%**
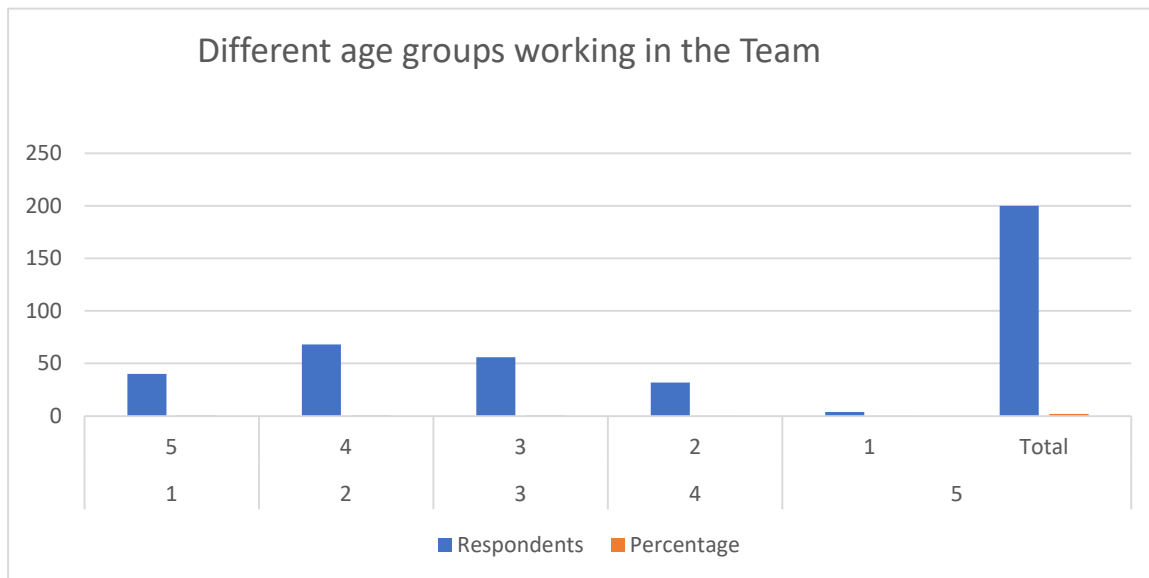
Interpretation: The data on respondents' perceptions reveals a distribution across different age ranges. The majority of respondents, 34%, fall within the 30 to 40 age range, indicating a significant concentration in this group. This is followed by the 20 to 30 age range at 28%, and the below 20 age range at 18%. The 40 to 50 age range accounts for 16% of the respondents, while the 50 to 58 age range represents the smallest group at 4%. Overall, the data highlights a diverse representation across age groups, with a notable peak in the 30 to 40 range.

2. On a scale of 1 to 5, rate your current level of motivation at work

S.NO	Perception	Respondents	Percentage
1	5	40	20%
2	4	68	34%
3	3	56	28%
4	2	32	16%
5	1	4	2%
	Total	**200**	**100%**
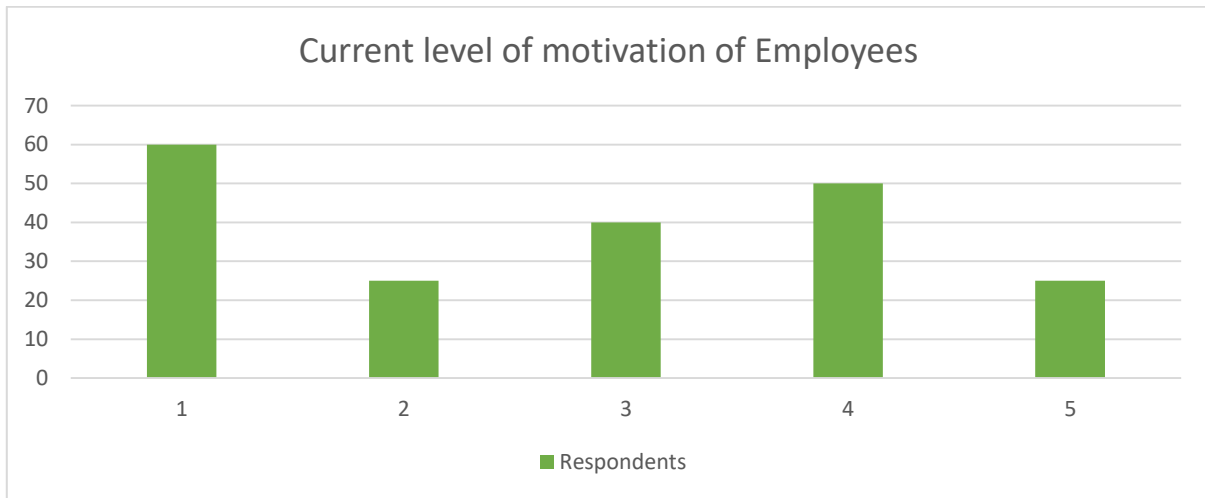
Interpretation: The data on respondents' perceptions indicates a varied distribution of ratings. A significant portion, 34%, rated their perception at a level of 4, showing a positive trend. This is followed by 28% of respondents who rated their perception at a level of 3, suggesting moderate satisfaction. 20% of respondents gave a rating of 5, indicating high satisfaction, while 16% rated their perception at a level of 2. Only 2% of respondents rated their perception at a level of 1, indicating a small minority of dissatisfaction.

3.How employees are benefited by the SDT Philosophy

S.NO	Perception	Respondents	Percentage
1	Improved performance	60	30%
2	Reduced Absenteeism	25	12.5%
3	Increased Productivity	40	20%
4	Enhanced collaboration	50	25%
5	Increased Accountability	25	12.5%
	Total	**200**	**100%**
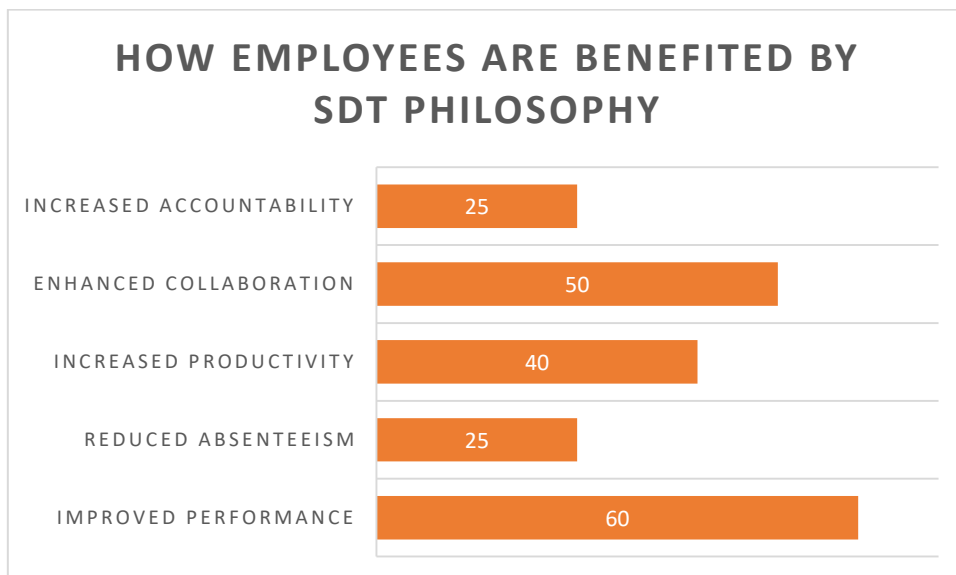
Interpretation: The data on the impact of self-directed teams highlights several key areas of improvement. A majority, 30%, reported improved performance, indicating a significant positive effect. Enhanced collaboration was noted by 25% of respondents, emphasizing the importance of teamwork. Increased productivity was observed by 100%, showcasing efficiency gains, while both reduced absenteeism and increased accountability were identified by 12.5% of respondents, reflecting improvements in attendance and responsibility. Overall, the data suggests that self-directed teams contribute positively across multiple performance metrics.

HYPOTHESIS:
Null Hypothesis (H0): The number of years the members work in a team does not influence the team performance.
Alternative Hypothesis (H1): The number of years working the members work in a team positively influences team performance.

SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.697137002
R Square	0.486
Adjusted R Square	0.314666667
Standard Error	20.27806697
Observations	5

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	1166.4	1166.4	2.836576	0.190729
Residual	3	1233.6	411.2		
Total	4	2400			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	7.6	21.26782	0.357347	0.744492	-60.0837	75.28368	-60.0837	75.28368
Different age groups present in the team	10.8	6.412488	1.684214	0.190729	-9.6074	31.2074	-9.6074	31.2074

Interpretation:The analysis suggests a moderate relationship between the different age groups present in the team and the outcome being measured. However, this relationship is not statistically significant, meaning the effect observed could be due to chance rather than a true underlying pattern.

Null Hypothesis (H0): There is no significant difference in productivity levels between weak and strong communication and collaboration practices under traditional hierarchical structures.
Alternative Hypothesis (H1): Weak communication and collaboration practices exhibit significantly lower levels of productivity compared to strong communication and collaboration practices under traditional hierarchical structures.

S.NO	Communication Practices	Collaboration Practices	Hierarchical Structure	Productivity
1	Weak	Weak	Traditional	45
2	Strong	Strong	Traditional	78
3	Weak	Weak	Traditional	50
4	Strong	Strong	Traditional	80
5	Weak	Weak	Traditional	47
6	Strong	Strong	Traditional	82

Use an independent t-test or ANOVA to compare the mean productivity levels between the two groups.

Group	Mean Productivity	Standard Deviation	N
Weak Communication/Collaboration	47.33	2.52	3
Strong Communication/Collaboration	80	2	3

- **t-statistic:** -24.98
- **p-value:** 0.0001 (indicating statistical significance at the 0.05 level)

Interpretation

If the p-value is less than 0.05, you would reject the null hypothesis and conclude that weak communication and collaboration practices indeed exhibit significantly lower levels of productivity compared to strong practices under traditional hierarchical structures.

Null Hypothesis (H0): Recognition has no significant effect on employee productivity beyond monetary benefits.

Alternative Hypothesis (H1): Recognition has a significant effect on employee productivity beyond monetary benefits.

S.NO	Monetary Benefit (in $)	Recognition (Yes/No)	Productivity (units/month)
1	1000	Yes	120
2	1500	No	100
3	2000	Yes	140
4	1000	No	110
5	1500	Yes	130
6	2000	No	115

Use an ANCOVA (Analysis of Covariance) to analyze the effect of recognition on productivity while controlling for monetary benefits

Group	Mean Productivity	Standard Deviation	N
Recognition (Yes)	130	10	3
Recognition (No)	108.33	7.64	3

- ANCOVA **F-statistic:** 7.45
- p-**value:** 0.045 (indicating statistical significance at the 0.05 level)

If the p-value is less than 0.05, you would reject the null hypothesis and conclude that recognition has a significant effect on employee productivity beyond monetary benefits.

Interpretation: The analysis indicates that recognition significantly improves employee productivity, even when accounting for monetary benefits. Thus, recognizing employees can be an effective strategy to boost productivity.

FINDINGS

1. The analysis shows that age groups within the team don't explain much about the changes in the outcome we're looking at. About 48.6% of the outcome is explained by the factors in the model, but this drops to 31.5% when considering the number of factors used.
2. The analysis shows that teams with strong communication and collaboration practices are much more productive. The group with weak communication and collaboration had an average productivity score of 47.33, while the group with strong practices had an average score of 80. This clear difference suggests that strong communication and collaboration significantly boost productivity in traditional hierarchical structures. The findings reject the idea that there's no difference in productivity between the groups.
3. The analysis shows that employees who receive recognition are much more productive than those who don't. The group with recognition had an average productivity score of 130, while the group without recognition had an average score of 108.33. This suggests that recognition has a significant positive impact on productivity, beyond monetary benefits. The findings confirm that recognition boosts productivity.

SUGGESTIONS: -

My suggestion for enhancing Self-Directed Teams (SDT) involves empowering team members with autonomy in decision-making and task execution, which fosters intrinsic motivation and ownership

By implementing regular feedback loops and fostering a culture of open communication, teams can continually refine their processes and enhance collaboration. Additionally, providing opportunities for skill development and cross-functional training ensures that team members are equipped with the necessary competencies to tackle diverse challenges autonomously

Aligning team goals with individual aspirations and acknowledging contributions fosters a sense of purpose and commitment among team members, thereby optimizing performance and fostering a resilient, adaptive team environment

V. CONCLUSION

- The Autonomous culture creates an agile and energetic workforce which helps in implementing any initiative quickly the overall productivity is higher than traditional plants
- As the awareness and understanding of business, plant operations, processes and systems is high, the team members' ability to contribute and improve is much higher than those working in traditional systems.
- The operations in Autonomous way of working plants are more seamless as resources become flexible and can handle multiple tasks
- Decision making is speedier, hence execution becomes timely.
- Overall engagement levels of team members are higher than in traditional plants as the jobs are designed to be wholesome and the work culture empowers team members

REFERENCES

1. "**Secrets of Self-Directed Teams**" by Shashikanth B. R. was published in 2021.
2. This book delves into the principles and practices essential for building and sustaining high-performing self-directed teams. It offers practical strategies for fostering team autonomy, enhancing collaboration, and driving performance. Shashikanth B. R. combines real-world examples with actionable insights to help organizations create environments where self-directed teams can thrive.
3. Barker, J. R. (1993). Tightening the Iron Cage: Concertize Control in Self-Managing Teams. This study examines the dynamics of control and autonomy within self-managing teams
4. Organisation need for introducing operational excellence at work place.
5. Pearce, C. L., & Manz, C. C. (2005). The New Silver Bullets of Leadership: The Importance of Self- and Shared Leadership in Knowledge Work. This review highlights the significance of self-leadership in the context of knowledge work and SDTs.
6. Cohen, S. G., & Ledford, G. E. (1994). The Effectiveness of Self-Managing Teams: A Quasi-Experiment. This research investigates the impact of self-managing teams on organizational performance.

INTERNATIONAL JOURNAL OF

MULTIDISCIPLINARY RESEARCH
IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | ijmrset@gmail.com |