

Analysing The Leadership Skills in Teamwork at Nestle India Ltd

Mr. Ch. Kalicharan ^{*1}, Ms. Kondaparthi Harika ^{*2}, Dr. K. Venkata Subbaiah ^{*3}

^{*1} MBA Student, Department of MBA, DRK Institute of Science and Technology, Hyderabad, Telangana , India

^{*2} Assistant Professor, Department of MBA, DRK Institute of Science and Technology, Hyderabad, Telangana, India

^{*3} Principal, DRK Institute of Science and Technology, Hyderabad, Telangana , India

ARTICLE INFO

Article History :

Accepted: 05 July 2023

Published: 24 July 2023

Publication Issue :

Volume 10, Issue 4

July-August-2023

Page Number :

175-180

ABSTRACT

Leadership plays a crucial role in instilling confidence and trust in followers, enabling them to work together more efficiently towards their goals. At all levels of an organization, effective leadership is essential for guiding team members toward progress. However, leadership alone is insufficient without the full commitment and collaboration of the entire team to bring the vision to fruition. The success of an organization depends on two fundamental factors: strong leadership and collective effort. A group of unmotivated and unskilled individuals cannot assist a leader in achieving significant success, and conversely, a leader's potential is limited without a motivated team (Kouzes & Posner, 2007). It is imperative that the leader's actions inspire the entire team to work toward the organization's objectives. While contemporary leadership theories categorize leaders based on various traits such as transactional, transformational, autocratic, and charismatic, this paper argues that a collaborative approach is essential for a team's success. In participatory leadership, the leader treats every team member with respect and provides opportunities for their contributions to the business's growth. This study explores numerous leadership theories and emphasizes that leaders can foster team development and productivity by adopting a collaborative approach. To support this analysis, the paper profiles successful businesses whose executives have embraced collaboration as a key aspect of their leadership style.

Keywords : Collaborative Approach, Leadership, Teamwork, Human Resource Management

I. INTRODUCTION

Human Resource Management (HRM) is a comprehensive approach encompassing various aspects of managing people within a business. Edwin Flippo defines HRM as the process of "planning, organizing, directing, and managing the procurement, development, compensation, integration, maintenance, and separation of human resources to achieve organizational objectives."

Evolution of HRM:

The roots of Human Resource Management can be traced back to ancient times, with Kautilya Artha Shastra advocating state intervention in both commercial and public sectors. During the medieval era, monarchs like Allaudin Khilji controlled markets, set prices, and provided regular incomes, highlighting the need for government intervention in employee-employer relations. The trade union movement and World War I are often cited as pivotal moments in the origins of HRM. In 1920, trade unions were formed to combat inflation and improve the quality of life for workers. In 1931, a royal committee recommended the appointment of labor welfare officers to address employee grievances. The Factory Act of 1942 mandated the presence of a labor welfare officer in factories employing 500 or more workers. The International Institute of Personnel Management and the National Institute of Labour Management emerged to study employee issues and propose improvements. The aftermath of World War II led to increased awareness of workers' rights and the development of tools to enhance their well-being. In the 1960s, personnel management expanded to encompass more than just welfare, encompassing HR, industrial relations (IR), and administrative functions. The second five-year plan prioritized professional management and heavy industry, while the 1970s focused on enhancing labor productivity. The 1980s saw an emphasis on cutting-edge technology, necessitating new laws and regulations. In the 1990s, HRM gained prominence, focusing on the growth and

development of individuals in response to liberalization and evolving employment patterns.

Teamwork: An Introduction

Teamwork has been an integral part of human endeavors since ancient times, and it is widely used across various industries such as manufacturing and marketing. A team can be a group of individuals working together, such as a management team or a production crew, or it can encompass an entire organization. According to Cook (1998), there is a global consensus among scholars that while individuals contribute to getting work done, exceptional achievements are realized through teamwork—aligning efforts to achieve established objectives. Effective management relies heavily on strong teams that collaborate to accomplish common goals.

The concept of teams has gained significant traction in Human Resource Management in recent years. It was initially employed in Japan in the 1950s and gained renewed attention in the United States during the 1980s. Several American corporations, including HP, XEROX, P&G, and GM, have successfully utilized teams. According to management principles and experts, teams have the potential to significantly enhance an organization's efficiency and performance. Here is an often-cited and well-known phrase that captures the essence of teamwork:

"Together Everyone Achieves More" - T.E.A.M.

An Illustration of Teamwork in Action:

During the late 1990s, in Atlanta, Georgia, a Ford Taurus production line was staffed by hundreds of individuals referred to as "team members." As no single worker could have built the entire Taurus, a collaborative effort was required. Each team member contributed their unique expertise to create a high-quality car that could be successfully marketed and generate profits.

Noteworthy Quotes on Teamwork:

"The whole is greater than the sum of its parts. Together, the strengths of the team exceed the capabilities of each individual." - Michael "Phil" Jackson

"By pooling our collective wisdom, we can accomplish far more than what any of us could achieve individually." - Helène Klr

Business success seldom stems from the efforts of an individual alone

II. NEED FOR THE STUDY

In today's business world, teams have become increasingly important, as research suggests that they can enhance productivity, reduce costs, and improve morale. Various metrics, including turnover, absenteeism, and overall satisfaction, highlight the potential benefits of teamwork.

III. OBJECTIVES OF THE STUDY

This study aims to achieve the following objectives:

1. Explore the significance of teamwork and its functioning within a business context.
2. Gain insights into the state of collaboration at Nestle India, including the approaches employed by management.
3. Understand the perspectives of the employees at Nestle India regarding their experiences of working together through their comments.
4. Evaluate the effectiveness of current tactics implemented by Nestle India and provide recommendations for improvement.

IV. RESEARCH METHODOLOGY

Research design

The primary focus of this study is teamwork in a business setting. An exploratory research strategy was adopted, combining both qualitative and quantitative methods. Qualitative methods involved interviews as a key component, while quantitative methods involved the use of frequency tables, graphs, and charts for data analysis. By employing both qualitative and quantitative approaches, the study aimed to collect and

analyze data regarding employees' perceptions of the impact of teamwork on performance at Nestle India.

Sampling: Random sampling was utilized as the chosen sampling strategy, aiming to include employees from all levels of the organizational hierarchy. A representative sample of 50 respondents was selected from various departments and services, encompassing technical staff, administrative staff, supporting staff, and scientific staff.

SCOPE OF THE STUDY:

While cooperation in organizations is a broad research area, this study specifically examines the functioning of teams within Nestle India. Due to resource and time constraints, the focus is limited to understanding the team dynamics within Nestle India.

LIMITATIONS OF THE STUDY:

Although efforts were made to minimize limitations, the current research is subject to the following constraints:

1. Time constraints restricted the collection of data on all aspects of the company, hindering the ability to present a comprehensive report.
2. The small sample size posed challenges in incorporating feedback from all individuals.
3. The research solely focused on the teamwork culture at Nestle India, limiting the scope to broader organizational factors.

V. REVIEW OF LITERATURE

The formal term for managing an organization's employees is "Human Resource Management" (HRM). HR managers have three primary areas of responsibility: hiring and termination, benefits and compensation, and job description and design. The overarching goal of HRM is to enhance productivity by improving the efficiency and effectiveness of workers. Despite the fast-paced changes in the corporate world,

this need is not expected to significantly shift. It is evident that the core objective of human resources will always be to recruit, develop, and retain employees, align the workforce with the company's objectives, and contribute to the business's success. Overcoming three persistent obstacles is crucial, as mentioned by Edward L. Gubman in an article for the Journal of Business Strategy.

Experts in HR emphasize several fundamental principles that form the basis of current HR practices. The foremost principle is the recognition that employees are the most valuable assets of a company, and their management is vital for achieving organizational success. According to Michael Armstrong's influential work, "A Handbook of Human Resource Management," the most likely path to business success is when personnel policies and procedures are closely aligned with corporate objectives and strategic plans, making a significant contribution to their achievement. Another key concept is that HR is responsible for recruiting, hiring, onboarding, and training employees whose skills and motivations align with the present and future needs of the business. Other HRM factors, such as fostering a collaborative corporate culture through cross-departmental teamwork or implementing performance assessments, are often regarded as critical for business success. Armstrong defines HRM as a strategic approach to acquiring, motivating, developing, and managing an organization's human resources. Its goal is to shape a favorable corporate culture by implementing policies and initiatives that reflect and promote the underlying values of the organization, ensuring its success.

Research methodology refers to the procedures and methods employed to gather data (Oliver, 2004). Our study primarily relies on qualitative and case-based research. Case studies are preferred due to their qualitative and exploratory nature, and they have gained popularity as a method for conducting qualitative research (Stake, 2000, p.435). We have chosen to utilize case studies because of their

adaptability, which allows us to combine various types of data collection for our analyses (Yin 1989; Merriam, 1998). Case study research, as outlined by Robson (1993), thrives on its interpretive and institutionally flexible nature. All the information used in our study is secondary, and our primary method of data collection is document analysis or content analysis, often referred to as textual analysis (Travers, 2001). We include a wide range of sources in our study, such as academic papers, texts, multimedia items (e.g., TV shows and websites), which fall into the fifth category of our study. Additionally, data was gathered through internet and telephone interviews, with the primary goal of developing a model by connecting instances and themes derived from the content analysis of relevant literature. The interviews served to complement the document analysis and generate new research topics, adding a methodical approach to our theory.

In today's technologically advanced and rapidly evolving marketplace, businesses must continuously adapt their company strategies to stay ahead. Consequently, businesses require leaders with exceptional skills in analysis and foresight, capable of recommending the best course of action to achieve goals and implementing their ideas with creativity. The objective of our thesis is to explore the connection between a leader's "Vision" and "Innovative approach" in driving positive organizational change, considering the significance of organizational transformation and the acknowledged central role of leadership in the change process. By reviewing relevant literature and conducting case studies, we aim to gain a comprehensive understanding of this connection and employ our proposed model to evaluate the findings.

VI. RESEARCH FINDINGS

- According to the provided data, the distribution of respondents based on age shows that 25% are under the age of 25, 38% are between 26 and 30 years old,

32% are between 31 and 36 years old, and 5% are above the age of 36.

- Regarding monthly incomes, the data indicates that 61% of respondents have incomes between 6001 and 12000 rs, 27% have incomes between 12001 and 18000 rs, and 4% have incomes over 18001 rs.
- In terms of education level, 61% of respondents have completed up to the second year of college, 18% have completed graduate studies, 10% have completed professional programs, and 12% have completed diploma courses.
- When considering the establishment of clear objectives for their teams, 90% of respondents (45 out of 50) believe they have achieved this, while the remaining 10% hold a different opinion.
- Regarding agreement with management objectives, 94% of respondents (47 out of 50) agree with the goals set by management, while 6% disagree.
- In terms of interest in assigned projects, 90% of respondents (45 out of 50) express high interest, whereas 10% do not show much interest.
- Concerning autonomy and responsibility within their teams, 88% of respondents (44 out of 50) feel they have sufficient levels of autonomy.
- When it comes to self-discipline and self-regulation, 84% of respondents (42 out of 50) believe they possess these qualities, while 16% do not.

VII. SUGGESTIONS

Leadership plays a pivotal role in driving organizational transformation, a critical necessity in the modern era. Our research focuses on understanding the role of leadership, as well as the skills and talents required, in addressing the challenges of organizational transformation.

Through our studies, we aim to highlight the importance of having a visionary and innovative CEO in facilitating successful transitions to new work methodologies. This insight may encourage institutions to consider the benefits of such leadership

qualities, enabling them to effectively navigate through changes and increase their chances of success. The model proposed in our thesis serves as a foundation for future research, stimulating further exploration and providing a basis for establishing a more comprehensive and empirically-supported understanding of the model's various components.

Reviewing existing scholarly literature, we have found a strong correlation between creative approaches in realizing a leader's vision for a company's future and enhanced productivity within the organization. Such approaches can even lead to innovative business practices. Although our case study is limited to two specific cases, additional case studies could further strengthen our findings. Nevertheless, the outcomes of our case studies significantly contribute to bolstering the credibility of our standpoint. They demonstrate how visionary leaders, through their innovative actions, can transform local manufacturing units into multinational corporations, thus illustrating the profound impact of leadership on organizational evolution.

VIII. SUGGESTIONS & RECOMMENDATIONS

Through our extensive review of scholarly literature, we have reached a significant finding: there exists a strong positive correlation between the utilization of creative approaches to fulfill a leader's vision for a company's future and heightened productivity within the organization. Moreover, these creative approaches can potentially pave the way for entirely new business methodologies. While it is important to acknowledge the limited scope of our case study, conducting further case studies would undoubtedly contribute to the advancement of our work. Nonetheless, the outcomes of our case studies have provided substantial support for our perspective, reinforcing the credibility of our stance. They serve as compelling evidence of how leaders, through their visionary and innovative actions, can transform local manufacturing units into thriving multinational corporations.

As discussed in earlier chapters, leadership assumes a vital role in facilitating organizational transformation, which is an imperative requirement in today's dynamic business landscape. Our research endeavors to shed light on the multifaceted function of leadership, encompassing essential skills and capacities. We aspire to inspire businesses and organizations to recognize the significance of a leader's "Vision" and "Innovative Approach," thereby enhancing their ability to manage organizational change effectively and increasing the prospects of success. Furthermore, the model proposed in this thesis serves as a catalyst for future investigations within the same domain, enabling the establishment of a more robust and empirically substantiated link between its diverse components.

IX. REFERENCES

Books:

- [1]. Ashwathapa, K. (Year). Managing People Resources.
- [2]. Saiyadain, M.S. (Year). Human Resource Management.
- [3]. Niehaus, R.J. (Year). Organizational Applications of Human Resource Policy Analysis.
- [4]. Quick, T.I. (Year). Successful Team Building.

Periodicals and Magazines:

- [5]. Aydin, B., & Ceylan, A. (2009). Spiritual leadership and its impact on training and development in organizations.
- [6]. McGraw-Hill Publication. (Year). [Title of the publication].
- [7]. McCleown, M. (2008). The Honest Facts About Creativity.
- [8]. Merriam, S.B. (1988). Studying Real-World Incidents in The Qualitative Study of Education.
- [9]. Nanus, B. (1992). Creating a Compelling Sense of Direction for Your Organization. Visionary Leadership.
- [10]. Northouse, P.G. (2004). Leadership: An Organizational Perspective.

- [11]. Oliver, P. (2004). Thesis Writing. Sage.
- [12]. Orlikowski, W. (1996). Over time, improvising organizational change: a situated change approach.
- [13]. Pagon, Banutai, & Bizjak (2008). Preliminary research report on leadership qualities for effective change management. University of Maribor.
- [14]. Prestwood, D., & Schumann, P. (2002). Innovator Principles of Innovator Leadership.
- [15]. Reardon, K.K., Reardon, K.J., & Rowe, A.J. (1998). Leadership styles for the five phases of radical transformation inventory.
- [16]. Robins, S., & Langton, N. (Year). Organizational Behavior. First Canadian Edition.
- [17]. Robbins, S. (1999). Administration of stress and organizational change.
- [18]. Robson, C. (1993). Real World Research: A Guide for Academic and Professional Researchers.

Cite this article as :

Mr. Ch. Kalicharan, Ms. Kondaparthi Harika, Dr. K. Venkata Subbaiah, "Analysing The Leadership Skills in Teamwork at Nestle India Ltd", International Journal of Scientific Research in Science, Engineering and Technology (IJSRSET), Online ISSN : 2394-4099, Print ISSN : 2395-1990, Volume 10 Issue 4, pp. 175-180, July-August 2023.

Journal URL : <https://ijsrset.com/IJSRSET23103165>