

The Synergy of Leadership and Team Effectiveness: An Empirical Study at Islamic University's Non-Profit Organization

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Abstract:- This research paper investigates the dynamics between team leaders and effectiveness within non-profit organizations at the Islamic University, Bangladesh. By examining five distinct types of organizations—voluntary organizations, cricket clubs, football clubs, journalist associations, and band clubs—we aim to uncover patterns that elucidate how leadership influences team performance. Our primary hypothesis posits that the relationship between team leaders and team effectiveness is systematic rather than random. We operationalize this hypothesis through six dimensions: purpose and goals, roles, team process, team relationships, problem-solving, and skills and learning. Utilizing a structured questionnaire with 30 items, we assess these dimensions and analyze their interrelationships. The study employs both descriptive statistics and correlation analysis to validate our findings, which reveal significant correlations among the dimensions of team effectiveness.

Keywords:- Team Leaders, Team Effectiveness, Collective Efficiency, Non-Profit Organization.

I. INTRODUCTION

The effectiveness of teams in achieving organizational goals has been widely recognized in management literature. Teams often outperform individuals working independently (Ray & Bronstein, 1995). Consequently, organizations increasingly adopt team-based structures to enhance productivity (Ancona, 1990; Orsburn et al., 1990). Leadership is a critical factor influencing team dynamics; effective leaders can significantly enhance team performance by fostering collaboration and guiding members towards common objectives (Mullins, 1996; Mumford et al., 2000).

This study aims to explore the relationship between leadership styles and team effectiveness in non-profit organizations associated with the Islamic University. We hypothesize that effective leadership correlates positively with various dimensions of team effectiveness.

II. LITERATURE REVIEW

Team effectiveness is often evaluated through objective and subjective measures (James et al., 1997). While objective measures may overlook critical qualitative factors, subjective assessments often combine satisfaction metrics with goal achievement indicators. Effective teams are characterized by their ability to collaborate efficiently towards shared objectives.

Leadership theories emphasize the importance of interpersonal relationships between leaders and their teams. Transformational leadership, for example, focuses on inspiring followers to transcend their self-interests for the sake of the organization (Bass & Avolio, 1994). Conversely, transactional leadership emphasizes exchanges between leaders and followers based on rewards and punishments (Burns, 1978). Understanding these dynamics is crucial for enhancing team effectiveness.

III. DIMENSIONS OF TEAM EFFECTIVENESS

➤ *Our Study Identifies Six Dimensions that Influence Team Effectiveness:*

- **Purpose and Goals:** Clear objectives guide teams toward achieving desired outcomes.
- **Roles:** Defined roles help clarify responsibilities among team members.
- **Team Process:** Effective processes facilitate collaboration and communication.
- **Team Relationships:** Positive interpersonal relationships foster trust and cooperation.
- **Problem Solving:** Teams must be adept at addressing challenges collectively.
- **Skills and Learning:** Continuous skill development enhances overall team capability.

IV. OBJECTIVES OF THE STUDY

The main objective of this study is to explore the significance of team leaders in achieving exemplary team effectiveness. Team leaders and team effectiveness are closely interconnected. The objectives related to team leaders and their impact on team effectiveness are outlined below:

- To identify the key dimensions of team effectiveness in non-profit organizations: This study aims to define and measure the critical factors that contribute to effective teamwork.
- To examine the relationship between leadership styles and team effectiveness: We will investigate how different leadership approaches influence various aspects of team performance.
- To analyze the perceptions of team leaders regarding their effectiveness: This involves understanding how leaders view their roles in fostering teamwork and achieving organizational goals.

- To provide empirical evidence on the significance of leadership in enhancing team outcomes: By analyzing data from various non-profit organizations, we aim to contribute to existing literature on leadership and teamwork.
- To suggest practical implications for improving leadership practices in non-profit settings: Based on our findings, we will offer recommendations for enhancing leadership strategies to boost team effectiveness.

V. RESEARCH DESIGN

According to James J. and others (1997:237), team effectiveness can be evaluated using objective or subjective measures. Because objective measures usually miss certain critical factors, there appears to be agreement across studies in the choice of subjective measures, with many studies using scales that combine satisfaction measures with measures of teams' ability to achieve their goals. Effective teamwork is achieved when members of a team work together in such a way that core goals are accomplished.

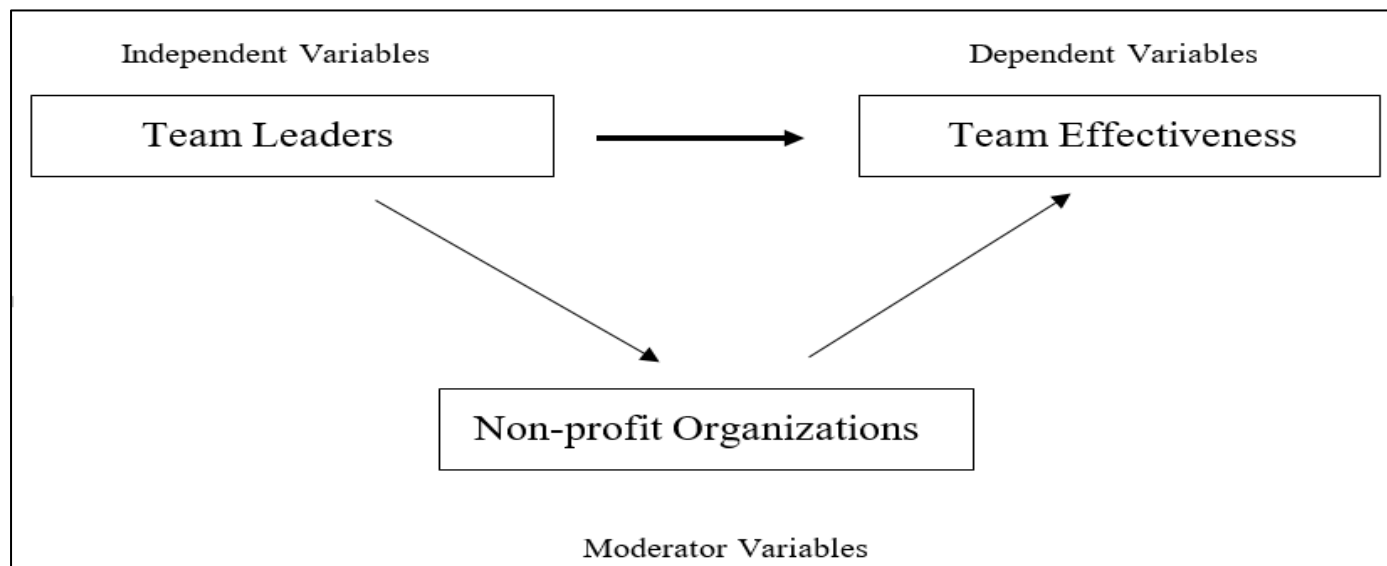


Fig 1: Relationship between Team Leaders and Team Effectiveness

VI. QUESTIONNAIRE AND STATISTICAL METHOD

The questionnaire consisted of the important section. The section is about team effectiveness in the organizations. Six sub-dimensions are used to assess team effectiveness and these dimensions include thirty statements for measurement and the alpha level for those statements are 0.95. These findings for alpha levels are very high reliability and acceptable. This section of questionnaire is arranged with respect to research aims. Purpose and goals, roles, team processes, team relationship, problem solving, and skills and learning.

A five-point Likert scale is used to measure each dimension. To measure team effectiveness, participants are required to indicate their degree of agreement, disagreement or neutral with each item on the scale, from strongly disagree

to strongly agree. Descriptive statistics are computed to develop a profile of the sample and mean, standard deviation, and correlation analysis these dimensions for causality. To show how these dimensions correlate with one another, is used.

VII. DATA COLLECTION

The sample in this study was chosen from non-profit organizations in the Islamic University, Bangladesh. Non-profit organizations included voluntary organizations, cricket, football, journalists, and band clubs. A research questionnaire was administered for 15 team leaders who have led 280 members in the various organizations and a total 14 usable responses were received. This yields a usable response rate of 93 percent. The frequency distributions of team effectiveness are given in table 2.

Table 1: Frequency Distributions of Team Leaders (n=14)

Team composition	Voluntary Organization (n/percent)	Cricket (n/percent)	Football (n/percent)	Journalist (n/percent)	Band Clubs (n/percent)
Non-profit Organization	8 (57.14)	1 (7.14)	2 (14.28)	1 (7.14)	2 (14.28)

All of the respondents were male, and did not mark the gender question. The average age of participants was less than 24 years. They had a top position in various non-profit organizations of the Islamic University and at the same time respondents continued their university education. The above table showed that most of the participants were in voluntary organizations (8 and 57.14 percent) and lowest participants were in cricket (1 and 7.14 percent) and Journalists (1 and 7.14 percent). All of the participants spent more than two years in a team and had experienced by leading the team members.

VIII. LIMITATIONS OF THE STUDY

While this study provides valuable insights into the relationship between team leaders and team effectiveness within non-profit organizations, several limitations must be acknowledged:

A. Sample Size and Diversity

The study's sample size was limited to 15 team leaders from various non-profit organizations affiliated with the Islamic University, Bangladesh. Although the response rate was high (93%), the small sample size may limit the generalizability of the findings. Additionally, all respondents were male, which raises concerns about gender diversity and its potential impact on team dynamics and leadership styles. A more diverse sample could provide a broader understanding of how different demographics influence team effectiveness.

B. Geographical Constraints

The research was conducted in a specific geographical context—Bangladesh—particularly focusing on organizations associated with a single university. This geographical limitation may affect the applicability of the findings to non-profit organizations in different cultural or socio-economic contexts. Future studies could benefit from a more extensive geographical scope to enhance the external validity of the results.

C. Self-Reported Data

The study relied on self-reported data from team leaders regarding their perceptions of team effectiveness and leadership styles. Self-reported measures can be subject to biases, including social desirability bias, where respondents may provide answers they believe are more favorable rather than their true feelings or experiences. This limitation could affect the accuracy of the findings.

D. Cross-Sectional Design

The research employed a cross-sectional design, capturing data at a single point in time. This approach limits the ability to draw causal inferences about the relationship between leadership and team effectiveness. Longitudinal studies that track changes over time would provide deeper insights into how leadership impacts team dynamics and effectiveness.

E. Focus on Specific Dimensions

While the study identified six dimensions of team effectiveness, it may not encompass all relevant factors influencing team performance. Other variables, such as organizational culture, external environmental factors, and individual member characteristics, could also play significant roles in shaping team dynamics and outcomes. Future research should consider a more comprehensive framework that includes additional dimensions.

F. Limited Scope of Non-Profit Organizations

The study focused on five specific types of non-profit organizations: voluntary organizations, cricket clubs, football clubs, journalist associations, and band clubs. This limited scope may not capture the full range of challenges and dynamics present in other types of non-profits, such as humanitarian organizations or educational institutions. Expanding the variety of organizations studied could yield richer insights into leadership and team effectiveness across different non-profit contexts.

G. Potential for Response Bias

Given that all participants were leaders within their respective organizations, there is a possibility that their responses may reflect their biases or perceptions rather than objective realities regarding team effectiveness. Leaders may have an inherent tendency to view their leadership styles positively, which could skew results.

H. Lack of Longitudinal Data on Team Performance

The study did not measure actual performance outcomes or changes in team effectiveness over time following specific interventions or changes in leadership style. Without longitudinal data, it is challenging to determine whether observed correlations translate into meaningful improvements in performance or if they are merely coincidental.

IX. FINDINGS

To examine the relationship among the dimensions, correlation of analysis was conducted. There are not any significant differences between male and female leaders' perceptions of the dimensions. Table 3 shows these findings.

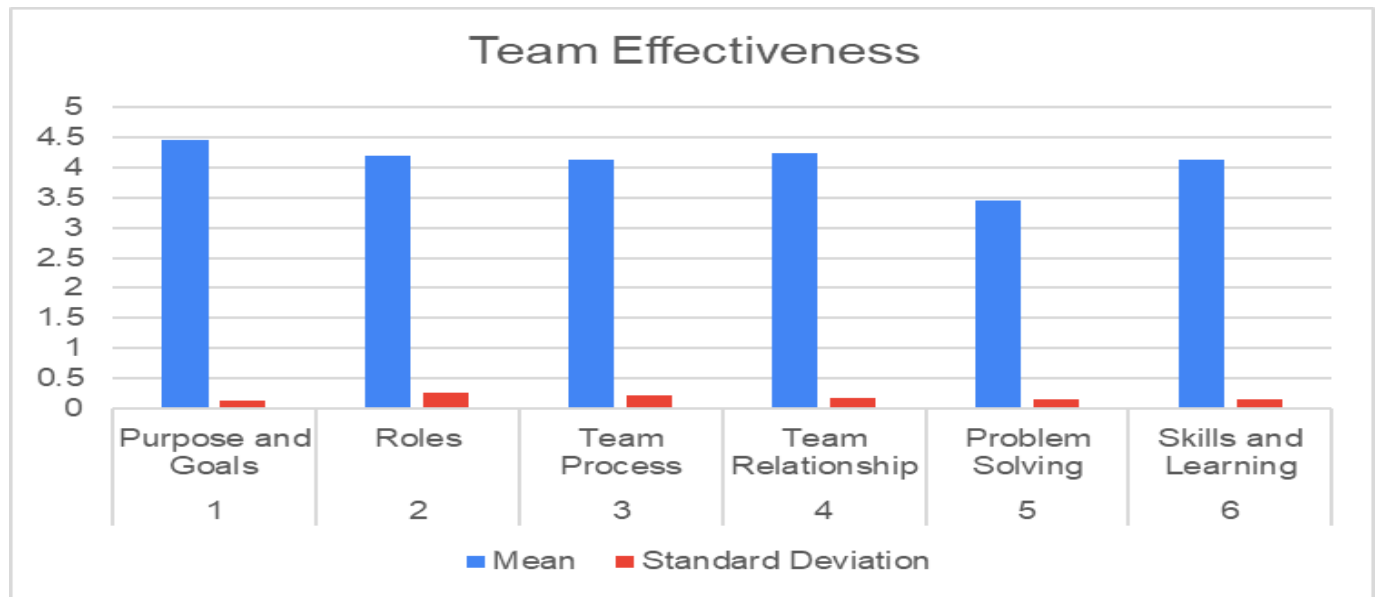


Fig 2: Mean and Standard Deviation of Team Effectiveness

A research was conducted into six important dimensions which impacted on the team effectiveness and the team leaders' ability. The above graph shows that the highest mean is purpose and goals (4.44) and the lowest one is problem solving (3.44). It represents that team leaders have a clear purpose and goals better than problem solving. Furthermore, PG is a comparatively better position than other dimensions. On the other hand, the standard deviations (SD) of team effectiveness are purpose and goals (0.14), roles (0.26), team

processes (0.23), team relationship (0.18), problem solving (0.15), and skills and learning (0.17). The lowest SD is purpose and goals (0.14), where there is slightly more problem solving (0.15) and the highest SD is roles (0.26).

With respect to correlation analysis findings, six dimensions are significantly correlated to each other. Table 4 shows these findings.

Table 2: Correlation Findings for each Dimensions

		PG	R	TP	TR	PS	SL
PG	Pearson Correlation	1	.909*	.986**	.992**	.456	.990**
	Sig. (2-tailed)		.032	.002	.001	.440	.001
	N	5	5	5	5	5	5
R	Pearson Correlation	.909*	1	.958*	.935*	.657	.930*
	Sig. (2-tailed)	.032		.010	.020	.228	.022
	N	5	5	5	5	5	5
TP	Pearson Correlation	.986**	.958*	1	.994**	.544	.995**
	Sig. (2-tailed)	.002	.010		.001	.343	.000
	N	5	5	5	5	5	5
TR	Pearson Correlation	.992**	.935*	.994**	1	.562	.998**
	Sig. (2-tailed)	.001	.020	.001		.324	.000
	N	5	5	5	5	5	5
PS	Pearson Correlation	.456	.657	.544	.562	1	.540
	Sig. (2-tailed)	.440	.228	.343	.324		.348
	N	5	5	5	5	5	5
SL	Pearson Correlation	.990**	.930*	.995**	.998**	.540	1
	Sig. (2-tailed)	.001	.022	.000	.000	.348	
	N	5	5	5	5	5	5

*. Correlation is Significant at the 0.05 Level (2-Tailed)

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

These findings support that there exists a relationship among the dimensions. In the above table 4 shown that problem solving (PS) has lower or moderate positive correlation among other dimensions where other dimensions have a fairly positive relationship with one another. The

lowest positive relations between problem solving (PS) and purpose and goals (PG), this is (0.456) and its statistically significant level (0.440) in which the widely standard significant level is (0.05).

X. DISCUSSION

The findings underscore the importance of effective leadership in fostering high-performing teams within non-profit organizations. The strong correlation between purpose/goals and other dimensions highlights the necessity for leaders to articulate clear objectives that guide their teams' efforts.

Moreover, while problem-solving received a lower mean score compared to other dimensions, it remains crucial for overall effectiveness; thus, targeted training in this area could yield significant improvements. Leaders must cultivate strong interpersonal relationships within their teams to enhance collaboration and trust—critical components for successful problem-solving.

➤ Recommendations

- **Leadership Training Programs:** Implement training sessions focused on enhancing problem-solving skills among leaders.
- **Goal Setting Workshops:** Facilitate workshops aimed at helping teams establish clear objectives.
- **Interpersonal Development Activities:** Encourage activities that strengthen relationships among team members to foster trust.

Future research should explore the longitudinal effects of leadership interventions on team performance across diverse organizational contexts.

XI. CONCLUSION

This study contributes valuable insights into the interplay between leadership styles and team effectiveness within non-profit organizations at the Islamic University. The identified dimensions provide a framework for understanding how leaders can optimize their influence on teams.

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