

## Role of Leadership and Team Building in Employee Motivation at Workplace

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### Abstract

Organizations are now globally dependent on effective management and team building to survive and prosper. Over the years great emphasis was given in selection of members for effective team building. Role of leadership is vital in this regard. Leaders are required to have active cooperation in all the activities of organizations rather than mere role of supervising and controlling. Every employee of an organization gets affected by management principles, and processes either as a leader or a team member. It is a considerable fact that working environment and relationship amongst the leader and team member is key factor that creates motivation and accelerates work to achieve goals. The research work was conducted in a state-owned petroleum corporation to check the impact of leadership styles and team building on employee motivation. Employee motivation was measured using the Multidimensional Work Motivation Scale (MWMS), based on the multidimensional conceptualization of motivation offered by self-determination theory. For the purpose dimensions of extrinsic regulation and intrinsic motivation were utilized. For team building items were borrowed from Team Effectiveness Questionnaire (TEQ) 2.0 and Team Assessment Questionnaire (TAQ). To measure leadership style Hersey Blanchard questionnaire was used. Team building construct included; team work, team trust and rewards and recognition. It is found that teambuilding and leadership has positive significant effect on employee motivation in a state-owned petroleum corporation. The actions of team leader and behaviour have greater importance over team building. It's the leaders who innovates and motivate members through different techniques such as incentives, prizes, promotions and extra pays. The characteristics of team members are defined and predictors of schedule performance towards the motivation and organization activity.

**Keywords:** Leadership; Team Building; Productive Team; Motivation

### 1. Introduction

Leadership is not something directly related with attractive personalities but it is more of a charm and ability to talk and to be an effective horizontal and vertical communicator. Leadership is not about making friends and attracting people but it is about the smooth talk to influence and convinced the people. Leadership is all about the lifting the visions of people to the higher levels. Enhancing the level of performance to the higher standard, building a personality of individual well beyond the normal limitations. This can only happen and done through selection of staff cautiously, knowing them well for their abilities and skills, personality and level of motivations and also leading them in buffeting manners for their grooming and development. This is not an easy job but it is an art more than a science. Simple definitions of leadership are not easy and simple to understand but it exists in the domain of leadership. The process of leadership is very complex process. It is a process by which one person influences other towards the accomplishment of defined objective as per the organization's mission. Moreover, it directs the organization to behave in certain way as per defined objectives and also guide to be more consistent and rational. If we assign these duties to an individual called leader, he or she will apply their leadership traits for the helping and guiding others towards the accomplishments of the desired organizational objectives. However, the position of individual being a manager, team leader, and supervisor gives the authority to an individual to attain the desired organization objectives. This power does not make an individual leader but it makes him a boss. The bosses always tried to oblige the individual; however, leaders urge and motivate the individual to achieve the objectives. The growing concentration of international organizations, horizontal organizational structures and within organization multinational cooperation has introduced the essential team work. The statement 'team' comes into view and has been taken out in the first instance from sport and signified 'being on the same side and pulling together'. However, it can be ascertained that the terms of reference of a team are shifting and demands further thought. At one time a 'team' was virtually synonymous with an Autonomous Work Group.

However, synergy within the team is essential for the motivation of employees and organizational productivity. As these formal structures are increasingly falling into defame, new dynamics of concepts are

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emerging to take their place. Leaders in business or the community services are frequently made-up for assessment. Generally, knowledge and understanding propose that team members are hardly ever placed to do so and are often humiliated in having to go through the motions.

### **1.1 Research Objectives**

This study aims to investigate the leadership and team building in a state-owned petroleum corporation and intends to analyze the impact of these two variables on workplace motivation. The objectives of the research work are:

- To investigate the impact of teambuilding on motivation at workplace
- To analyze the effect of strong team relationship and its impact on work related outcomes
- To investigate whether the motivation at work place can be affected by leadership styles

## **2. Literature Review**

### **2.1 Employee Motivation at the Present Time**

The motivation level of employees is considered as one of the most vital elements in attainment of the highest level of success and prosperity in business in such dynamic market competition. The employee's motivation is set of energetic forces, with internal factors of each employee. The importance of external factors cannot be overruled here they played also an important role for enhancement of motivation at workplace for example organizational practices, employee's individual differences, job portfolios etc (C. C. Pinder, *Motivation in Work Organizations*, Upper Saddle River, NJ: Prentice Hall, 1998. Moreover, the employee's motivation should be a set of employee's expectations and their needs that has been generated from workplace. To maintain the level of satisfaction is a challenging job for every leader. In order to achieve the employee's satisfaction leader must have to understand and identify their employee's expectations, needs, and requirements and provide them healthy working environment (R. Luomanpaa, "Employee motivation at Tommy Bartlett, Inc," B. thesis, Dept. Applied Sciences, Haaga- Helia Univ., Wisconsin Dells, USA, 2012).

For any work behaviour discussion motivation is essential as it is thought that it has a direct association to better work performance; it is presumed that the inspired employee is the fecund worker (Riggio, 2014). For motivation money is perceptibly significant and act as a stimulus at work. But to what degree is money an important stimulus and how important it is based on their specific conditions and the pleasure they stem from work. Even though pay may still compose people tick, today there are a number of other important stimuluses of motivation. For many individuals, the feeling of being recognized and valued is imperative than money in encouraging them to retain in a specific work. (Laurie, 2007) Hence, motivation has been a subject of apprehension in the past and has recognized itself as an essential part in present organizational situations. Motivation is relatively multifaceted to understand thus placing realization of the fact that numerous factors effect employee's performance in a specific organization. Motivation stimulus differs from person to person in an organization. McShane et al describes motivation as "...a factor that exist in an individual which has the potential to affect the way, strength and eagerness of behaving towards work". (McShane & Von Glinow, 2003) This definition of motivation has been reinforced by Petri & Govern, "motivation is the thought that explains the propelling force in an individual that explains differences in intensity of behavior". (Petri & Govern, 2004).

### **2.2 Leadership & Motivation**

Many reasonable indications are there based on the relationship between leadership and team building towards motivation. In current era the first reason is associated with practices. The intensive, dynamic market aspects and future innovation-based competition, performance and price challenge, decreasing returns and creative destruction of present competencies (Santora et al., 1999; Venkataraman, 1997). The practitioners and scholar's emphasis on that the effective leadership attributes and behaviour can facilitate the improvement of performance whenever organization requires and faces new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997). It is very important to understand the effects of leadership on performance as the leadership is viewed by some researchers (e.g. Zhu et al., 2005) as one of the most important driving forces for enhancement of organizational performance. The effective leadership is considered as one the potent source for sustaining competitive environment and source of management for organizational performance improvement (Avolio, 1999; Lado et al., 1992; Rowe, 2001). Organization current objective can be achieved by transactional leadership more effectively and in buffeting manners by ensuring

that all the basic requirement is in possessions of the employees required for the task completion (Zhu et al., 2005). If we talk about the visionary leaders, they create a strategic vision for few futuristic approaches, they used metaphor for communicating their vision, they model the vision by acting consistently and build commitment towards the vision (Avolio, 1999; McShane and Von Glinow, 2000). Some scholars (e.g. Zhu et al., 2005) suggest that once there is high level cohesion it creates visionary leadership by ensuring to maintain the level of trust, commitment, motivation and the enhanced performance in the organization environment. Mehra et al. (2006), suggest when few organizations desire efficient ways to enable them to outperform others, a longstanding approach is to focus on the effects of leadership.

Porter & Lawer (1968) initially defined the two types of motivation “intrinsic motivation and extrinsic motivation” Intrinsic motivation defined as the motivators to do perform work its willingly while extrinsic motivation defines as to do perform work due to tangible reward or monetary compensation etc. Subordinates may be satisfied with the both categories of motivation for improving their performance and the challenging and difficult tasks would create and increase the intrinsic motivation for the achievement of these tasks and objectives serves like optimistic feedback that increases the intrinsic motivation (Deci, 1975). It can be seen that there are two common perspectives on motivation in the organizational science literature: extrinsic motivation and intrinsic motivation. In a review of the literature on work motivation, Ambrose and Kulik (1999) stated that intrinsic motivation still is perceived to be highly dominant. On the other hand, it is said that both intrinsic motivation and extrinsic motivation are needed to analyze and understand motivation and behaviour in organizations (Reinholt, 2006).

The effect of spiritual values and emotions of the servant leaders on employee's motivation and employees' well-being (Y. Chen, V. Chen, & Li, 2011) they have founded intrinsic motivation of the employees have positive association with servant leadership. There is significant association between clinical symptoms and functioning and intrinsic motivation (Yamada, Lee, Dinh, Barrio, and Brekke, 2010).

### **2.2.1 Leadership Style**

Leaders are born or made this question remain bone of contention while discussing the strength of leadership is going on in an organization. It looks like that leader can be made if they have the request leadership traits to begins with and assume the responsibility for the training and development of leadership within organization left with the management. For the best leadership qualities focus must be given on the four clusters of attributes that successful leaders have.

- Be a visionary perspective, clear understanding of goals and making it clear for all
- Ability to organise activities to be result oriented
- Must have strong interpersonal communication skills to influence and work with others
- Resilience and energetic individual, personal motivation for consistency in decision making

It is imperative that assessment should be made based on the situation to determine the appropriate style of leadership. The good quality of leaders is to move between styles. It is important to mention that only leadership style is not a key to successful and effective leadership. In order to achieve the effective management, it is necessary that style of leadership must be suitable for each individual at his level of development. It is also as per the requirement of the mission statement of the organizational objectives. There are four effective styles of leadership, explained below:

#### **2.2.1.1 Participative**

This style of leadership is also called open style or free leadership. Participative leadership style asks for suggestion and input from his subordinates. The decisions are taken based on the subordinate's input and suggestions on close monitoring bases. This style of leadership is very effective for team development as it involves all members in process of decision making. This is most effective type of leadership that motivates all from top to bottom and bottom up decision making and working.

#### **2.2.2.2 Controlling**

This type of leader is very much clear about what he wants from his subordinates and team as a whole. These types of leaders do not welcome the arguments, ideas and logics from his team. Decisions are taken at individual level. This style is only suitable where team is new and they do not have sufficient experience and are unable to suggest.

### **2.2.2.3 Supportive**

These types of leaders are very helping and encourage his team for the decision on day to day bases. These leaders are in close liaison with subordinates and seniors and monitor closely and provide support to their subordinates where needed and suggest their seniors. Supportive leadership is very helping and motivating for the new team to give them confidence and help them in taking timely decisions.

### **2.2.2.4 Delegating**

These types of leaders allowed their subordinates to manage their decision within their allotted span of authority. However, he plays a monitoring role and always available there to help them at any time if they need help. This style also helps the subordinate in polishing their skills and experienced staff. Effective and wise control is necessary here to monitor delegated work and time to time effective motivational factor adding can be a good idea as to enhance output product and in keeping high morale of team members.

One of the most important and difficult tasks is to motivate the employees to boost their moral and motivation at work places. Based on literature review it is found that there are many elements which contribute to influence the level of motivation like career management and progression, pay and incentives, good helping and working relationship amongst the subordinates. Leaders are required to be more worried about the important role played by communication, how to motivate the employees, however some time it could be fundamental cause which leads the employees towards the level of dissatisfaction. Employees can be motivated by giving them clear line of sights in their approaches for the organization. Clarity in organization goals and policies enhance the motivation level of employees as to what to achieve and how. The organization comprises the vision, mission statement, core values, practices, polices and strategies. Key premise of this balance approach is that the strategies and policies are made by keeping in view the employee's capacity and organization's needs. It is imperative to mention that understandings of these guidelines are very important to employees. Team members should have the understanding of the defined policies and guideline so they facilitate themselves to comprehend the organizational strategies and polices to run a successful business.

For the study two dimensions; participative and delegating style of leadership have been taken to check the impact of leadership style on employee motivation.

*H1: Leadership style has a significant effect on employee motivation at work place*

*H1a: Delegating leadership style has a significant effect on employee motivation at work place*

*H1b: Participative leadership style has a significant effect on employee motivation at work place*

## **2.3 Team Building and Motivation**

The term "team building" has become a catchphrase in past years, and has many connotations. In terms of corporate development, team-building functions are important not for the immediate experience of the activities acts upon by the team, but also for the group expertise, communication and bonding that result. With the help of team building mechanism realistic experiences that empower individuals to contribute to common goals can be achieved. The success of most organizations depends on the talent of Leaders and team members and how to build effective teams. The main purpose of team building is to enhance the motivation and productivity of organization. Employees must bring out of offices and help those groups to break down the political influence and personal barriers, eliminate the distractions and give them opportunity to enjoy the work with fun. The benefit of making teams are so important that many organizations have established separate departments for establishment of standard training activities and formulating the team building strategies. Team building has a great role for improvement of employee communication, interaction to each other and their working abilities. If there is good communication between the organization's employees, then organizational efficiency and productivity increases. By building a healthy and strong team the team member will undergo the feeling of sense of belongingness and sincerity to the organization. People working in a team have the ability to drive innovations with the help of addition of cooperation and interaction amongst each other.

Some of the many different objectives that can be targeted by team building interventions are improving problem-solving skills, increasing trust, enhancing leadership skills, and improving communication (Mazany, Francis, & Sumich, 1995; Williams et al., 2002). Activities that focus on group cohesion, encourages participants to share responsibility and solve problems as a group (Glass & Benshoff, 2002).

Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Employees can be motivated by making their team and providing them opportunities to work together. Their skills and abilities can also be improved by empowering them at their workplace. Motivation can be defined as its real enthusiasm of persons. It is a force which drives the leaders and team member towards the accomplishment of different activity related to the work and organizational goals. It is very complex in nature, intrinsic motivating power which is also subjective to some external factors. It is the leadership requirement to sort out the procedure through which individuals can be motivated and implement it with workplace requirements. Motivation is easy to achieve, however with the understanding of leader who must create a good and healthy working environment leading the employees towards motivation. But in most of the cases leaders are lacking in the knowledge and skills to execute their vision. Team building is very important phenomena; however, there are few key elements which are catalyst and need to explain to employees for enhancing their level of motivation. There are many policies that can be adopted for team building and employee's motivation including; Clarity of the Goals, participation, Encouragement of Employees, Celebration of the Success, accountability, communication effectiveness, active role of leadership and leader member exchange.

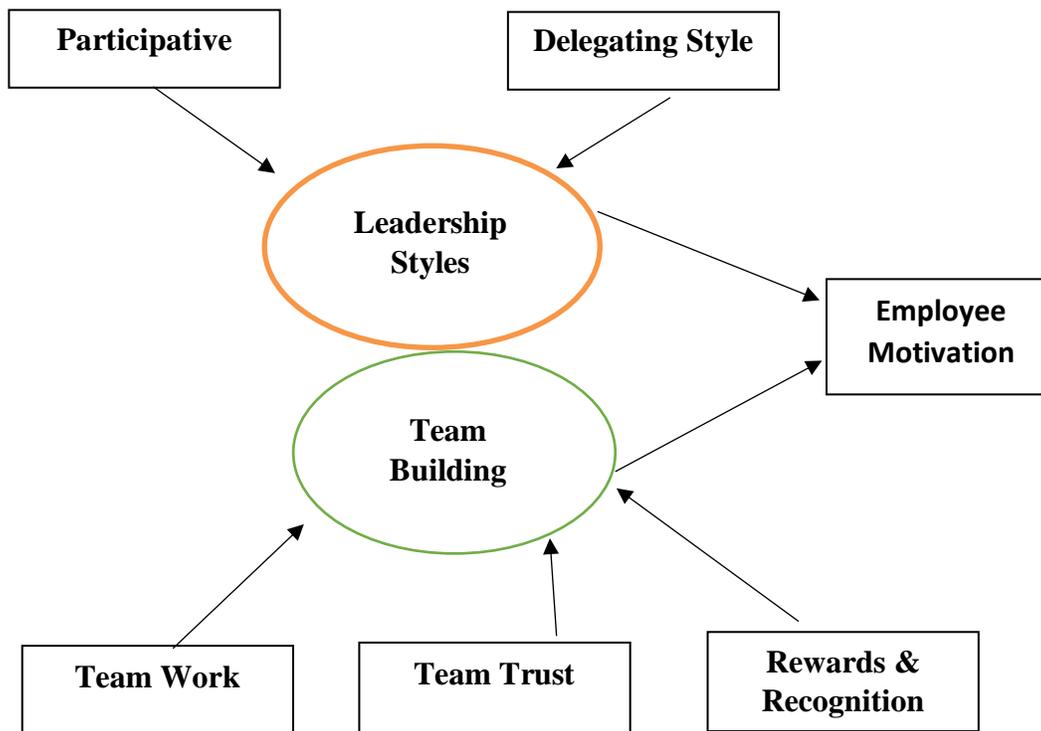
It is the responsibility of team leader to evaluate the performance and relationship of team members. The performance parameters are to be defined and set as per the degree of ability of team members. This shouldn't come as element of a surprise, as most of the organizations are recognizing the importance of team building and are trying to encourage it in the workplace in true letter and spirit. Leaders have to get them involved personally in team building process and should analyse, monitor and maintain close liaison with each team member. It is the responsibility of effective leadership that they motivate the team to work united for the accomplishment of defined organization goals.

The research is an attempt to study the impact of team Building Exercises on employee motivation. The questionnaire items of this research study were taken from the study of (Mulika, 2010; Jaworski & Kohli, 1993) and some items were borrowed from Team Effectiveness Questionnaire (TEQ) 2.0 and Team Assessment Questionnaire (TAQ). To measure the team building; Teamwork, Esprit de corps, Team Trust, Rewards & Recognition were taken as independent variables.

It is difficult to have a well-motivated team that work in healthy and productive ways. The working style of employees also varies from person to person, so what may work for one person may not work for another. Practically the activities pertaining to team building process are the best way to communicate and teach the employee, how to inculcate motivation while at the mean time stimulating the team members. It is also the responsibilities of the departmental head how they initiate the motivational process. Using team building session as company mechanism and it should be perquisite by selecting team and their activities which has a sense of reward for the employees. The compensation and rewards that received by an employee at work would definitely depend upon the budgets and organizational span. Few organizations offered perks and privileges alongside their job while others may offer tangible rewards such as gift cards or shopping vouchers etc. However, the problem in this connection is that this reward receiving may not necessarily be that as which employees were expecting as every employee driven by different things. To analyze the level of motivation of an employee it necessary to understand that forces which drive an employee and what he believes to be a reward.

*H2: Teambuilding has a significant effect on employee motivation*

## 2.4 Research Framework



## 3. Research Methodology

The research is explanatory study and based quantitative design which was carried out on a state-owned petroleum corporation to examine the effect of teamwork and leadership on employee motivation. The research work was conducted in a state-owned petroleum corporation. In this research work, the employees from all levels of management were approached in order to have an in-depth insight about the impact of leadership and team building on the workplace motivation. Unit of analysis was individual and type of study was cross sectional. Questionnaires were distributed among the employees and their views had been taken.

The population this research work was the employees serving in the organization at all levels. Convenience sampling was used. The sample size for this research work was 340 participants. Initially, HR of the organization was requested to convince 340 employees to become part of this research work. But only 265 questionnaires were returned. Therefore, the response rate is 77.9 percent.

During the survey the anonymity of the participants was also ensured. The employees were asked to provide their responses in a conference room on questionnaire and to keep the paper in a social box which was specially prepared for ensuring anonymity of the participants. The questionnaire required participants to provide their necessary details such as age, gender, level of management of which they are working. These questions were followed by the questions related to research topic. The questionnaire was closed ended which helped in collecting the controlled responses from the participants.

The present research work is an attempt to study the impact of team Building Exercises on team effectiveness. A Questionnaire named "TEAM Assessment Questionnaire (TAQ)" was developed for the research purpose and the same was sent to various teams in selected organizations. After collection of data at first stage, team building exercises were conducted. After one month of conduct of Team Building Exercises, Participants were again asked to fill "TEAM Assessment Questionnaire" which was given to them at initial stage.

## 4. Data Analysis

### 4.1 Reliability Analysis

**Table 1: Reliability Analysis**

Constructs	Cronbach's Alpha	N of Items
<b>Employee Motivation</b>	<b>0.851</b>	<b>9</b>
Intrinsic Motivation	0.811	3
Extrinsic Regulation	0.849	6
<b>Leadership</b>	<b>0.743</b>	<b>6</b>
Delegating Leadership	0.825	3
Participative Leadership	0.700	3
<b>Team Building</b>	<b>0.782</b>	<b>9</b>
Teamwork	0.791	3
Team Trust	0.699	3
Rewards & Recognition	0.699	3

Above table shows the reliability statistics. Reliability for all constructs is calculated through Cronbach Alpha. It is a diagnostic measure that estimates the internal consistency of the entire scale. Nine items were used for the construct of Employee motivation using the Multidimensional Work Motivation Scale (MWMS), based on the multidimensional conceptualization of motivation offered by self-determination theory. The reliability of this construct is 0.851.

Nine items were used for the construct of Team building. The questionnaire items of this research study were taken from the study of (Mulika, 2010; Jaworski & Kohli, 1993) and some items were borrowed from Team Effectiveness Questionnaire (TEQ) 2.0 and Team Assessment Questionnaire (TAQ). To measure the team building; Teamwork, Esprit de corps, Team Trust, Rewards & Recognition were taken as independent variables. The reliability of this construct is 0.782. Six items were used for the construct of leadership using the delegating and participative leadership style. The reliability of this construct is 0.743. High values of cronbach alpha indicates that overall reliability of constructs is good.

### 4.2 Descriptive Statistics

**Table 2: Descriptive Statistics**

Demographic Profile of Respondents			
		Frequency	Percentage (%)
<b>Gender</b>	Male	198	74.8
	Female	67	25.2
<b>Age</b>	25-35 years	106	40
	36 to 45 years	84	31.7
	46 to 55 years	54	20.3
	Above 55 years	21	7.9
<b>Management Level</b>	Lower Level Management	85	32
	Middle Level Management	120	45.3
	Top Management Level	60	22.6

The above table shows the summary of the respondents' profile. 74.8 percent male and 25.2 percent female employees took part in this research. Majority of the employees were aged between 25 to 35 years. Age group of 36-45 years comprises of 31.7 percent of the respondents. Above 55 years group comprises 7.9 percent of the total respondents. Above table also shows the management level of the employees who were part of the research work. Largest group is of middle level employees representing 45.3 percent of total respondents. 32 percent respondents were from lower level management and 22.6 percent from top level management.

### 4.3 Regression

#### 4.3.1 Leadership Styles and Employee Motivation

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 <sup>a</sup>	.229	.223	.79866

a. Predictors: (Constant), DL, PL

**Table 4: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.616	2	24.808	38.892	.000 <sup>b</sup>
	Residual	167.119	262	.638		
	Total	216.734	264			

a. Dependent Variable: EM

b. Predictors: (Constant), DL, PL

**Table 5: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.910	.151		6.011	.000
	DL	.248	.061	.240	4.058	.000
	PL	.385	.069	.329	5.557	.000

a. Dependent Variable: EM

Leadership styles were checked with employee motivation. Results show that delegating and participative leadership style contributes towards employee motivation. A low value of  $R^2$  which is 0.22 is indicating that 22.9 percent variation in employee motivation is due to delegating and participative leadership styles. Hypothesis that there is significant effect of leadership styles on employee motivation is accepted which is indicated by the sig values which are less than 0.05.

#### 4.3.2 Team Building and Employee Motivation

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 <sup>a</sup>	.580	.575	.63728

a. Predictors: (Constant), TeamTrust, TeamWork, RewardsRecognition

**Table 7: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	146.264	3	48.755	120.047	.000 <sup>b</sup>
	Residual	106.000	261	.406		
	Total	252.264	264			

a. Dependent Variable: EmpMotivation

b. Predictors: (Constant), TeamTrust, TeamWork, RewardsRecognition

**Table 8: Coefficients<sup>a</sup>**

Model	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.102	.131		-.781	.436
	TeamTrust	.113	.050	.097	2.275	.024
	TeamWork	.658	.048	.610	13.656	.000
	RewardRecognition	.268	.058	.213	4.632	.000

a. Dependent Variable: EmpMotivation

Teambuilding constructs were checked with employee motivation. Results show that teambuilding contribute towards employee motivation. A moderate value of  $R^2$  which is 0.58 is indicating that 58 percent variation in employee motivation is due to teambuilding constructs; team trust, team work and rewards & recognition. Hypothesis that there is significant effect of teambuilding on employee motivation is accepted which is indicated by the sig values which are less than 0.05.

#### 4.3.3 Leadership and Teambuilding on Employee Motivation

**Table 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 <sup>a</sup>	.545	.542	.66170

a. Predictors: (Constant), Leadershipstyle, Teambuilding

**Table 10: ANOVA<sup>a</sup>**

Model	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.549	2	68.775	157.076	.000 <sup>b</sup>
	Residual	114.715	262	.438		
	Total	252.264	264			

a. Dependent Variable: EmpMotivation

b. Predictors: (Constant), Leadershipstyle, Teambuilding

**Table 11: Coefficients<sup>a</sup>**

Model	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.101	.128		.787	.432
	Leadershipstyle	.173	.050	.149	3.462	.001
	Teambuilding	.742	.046	.688	15.996	.000

a. Dependent Variable: EmpMotivation

Leadership style and teambuilding contribute towards effectively overcoming the obstacles from the model summary, a moderate value of  $R^2$  which is 0.545 is indicating that 54 percent variation in employee motivation is due to leadership style and teambuilding. Hypotheses that there is significant effect of leadership style and teambuilding on employee motivation are accepted which is indicated by the sig values which are less than 0.05.

The regression results show the importance of leadership styles. For effectiveness of team building it is necessary that all participants must actively participate in every activity. If at the time of team building some rule may be set, that may ensure the participation of all team members which ultimately leads towards success of organization and effectiveness of its aims. More over every team member will be aware of what is expected from him as a team member. The guidelines and policies educate the employee how to interact with each other to ensure the successful execution of the process.

Moreover, if the team building process is based on series of sessions, then all members of team must attend all sessions. Element of respect must be given to each member of team by other members during all the processes of team building. If it deems necessary, then it must be conveyed and taught to each member of team how to respect each other. Define the roles and task of each group and team members to make sure that all members are same folio of the process. Importance of team building cannot be overruled. It is important and effective instrument to motivate the employees within the inter-department of an organization. In case of man power shortage team work is the key to success for enhancement of organizational productivity. The participation of all employees should base on collective mental process and approach rather based on individualism. The process of building an effective team must be initiated with the objective that efforts for the purpose of team building should be in line with the organizational objectives.

It is also found that employee motivation in the form of intrinsic and extrinsic motivation exit in the organization to stimulate employees. The results are consistent with the findings of Ambrose & Kulik (1999) and (Reinholt, 2006).

The regression results of teambuilding and employee motivation shows that the level of motivation of employees increases only if employees work in teams, when they trust team members and get rewards and recognition. If we convinced the employees that they consider the work as an activity will not only enhance the effectiveness of team building but also increase the organizational productivity. The process of team building has many phases, however the understanding and management of all the phases give confidence and motivation to the managers as well. The executions of all the processes after the better understanding will also boosts the employee's moral. While planning to build an effective team the clarity of the organizational objective and selection of team members is very important role in this regard. It is also important to mention that as much as the employees are empowered their level of motivation will enhance. Moreover, employees can also be motivated without empowerment if there are good leadership qualities, skills and abilities are available in Leaders. If the employees are empowered, they will own the organization and that is the one of the reasons of enhancement of motivational level of employees which ultimately enhanced the organizational productivity.

## **5. Conclusion**

Those people who are motivated they have very positive outlook and they feel upright for what they are performing. They invest their time while having the motivation that they worked for something that real have some worth. In short, the motivated people enjoy their job on their workplace and give outstanding performance as compare to less motivated people. All effective leadership has a desire that their company must be occupied and filled by those people with this state of mind. That is the reasons that leader consider it vital and being a leader or manager, they want that their team must have the feeling of motivation. However, it is very complicated and difficult process very easier said than actually done. Team, whose members are united and aligned with its purpose, feel a challenge in their task, have a strong sense of companionship, feel responsibility for the organization outcome, and have the knowledge growth as a team and in their personal lives, will tend to sustain motivation over the long haul.

From the results, it has been analyzed that, within the state-owned petroleum corporation, team building and leadership do impact the motivation level of work place. However, from the results of linear regression, it has been analyzed that it is difficult to say effective leadership and teambuilding will eliminate the troubles and difficulties at times. Also, it cannot be said with surety that, the team building and leadership can improve the workplace outcome. Additionally, it remains uncertain within the organization that, leadership can impact on work related outcomes, clarity of goals and reducing obstacles. Also, it has been analysed that string team building have significant impact on motivation level. It can be said that at the current stage certain changes are necessary to be incorporated in system. It is also the responsibility and team member if he does not feel longer a member of team, he must quite the team in order to fulfil their desired need in their own time and continue in same fashion. It can be suggested and concluded that as much as if it is possible that sustain the level of motivation indefinitely. The factor discuss in above will definitely provide the best possible working environment to the team members with enhanced motivation resultantly increase the organizations productivity.

## 6. Recommendations

Considering the impact of Team building and leadership on workplace motivation, HR of state-owned petroleum corporation is required to take into considerations the following measures for improving overall motivation at workplace.

- HR should arrange and conduct leadership sessions for the managerial level in order to enable the managers to develop the leadership skills as per the workplace requirement
- Teambuilding training sessions should be conducted quarterly to improve the teamwork
- Different team building programs should be arranged within and outside the organization to develop better understanding among the team members
- In house Casual discussion sessions should be arranged for the employees in order to develop better understanding between the leaders and team members

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