Comparative Study on Workplace Collaboration across the Leading Global Organizations in IT Sector

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ABSTRACT

The significant role of workplace collaboration has been widely felt across the globe due to diversity and highly changing organizational dynamics. Six components emerged from the relevant management and organizational behavior regarding how managers built unity through collaboration and create a conducive environment for work and productivity. They are known as—teaming, motivating subordinate, career counseling, communicating with subordinate, professional relationships, issues related to morale and quality of work life. The present piece of work is a study of workplace collaboration on 60 employees belonging from 6 different organizations. Self-assessment inventory on workplace collaboration have been used to assess those six factors. The results revealed that there is a significant gap between “what is” and “what should be” across all the six components of workplace collaboration. Correlation values also suggest the differential degree of correlation between the six factors for each organization. The findings have been discussed in terms of the organizational & IT Sector’s perspectives.

Keywords: Collaboration, Global, IT, Organization, Sector, Workplace

INTRODUCTION

Effective leader-managers understand that their duty is twofold. First, they are entrusted with the accomplishment of organizational objectives. Through these performances, they enable their organizations to deliver useful results to internal and external stakeholders alike. However, the second charge of the leader-managers rarely appears on their job descriptions: the develop-
development of unity among those subordinates whose work they oversee. Without this, even the most well planned undertakings are likely to yield less than optimal results. Even in the rare instances in which objectives do happen to be accomplished despite a work environment unfavorable to effective collaboration, those results are often achieved at a much slower pace, require costly rework, and do little to increase employees’ morale. The breakneck speed of today’s organizations, coupled with the quality expectations of customers and service recipients, make such allowances unacceptable. Customers and other stakeholders vote with their feet— if they don’t receive that which they were promised, they’ll find it elsewhere. By developing the six characteristics described below, leader-managers can increase their ability to deliver useful organizational results through fostering increased collaboration among their subordinates, Dough Leigh (2003).

**Teaming**

The first characteristic of effective leader-managers is the ability to form and maintain teams to achieve organizational objectives. Hersey & Blanchard (1982) suggest that tasks should be delegated to followers at the highest “maturity” (or readiness) level, when they are both able and willing to carry out the job at hand. Thus, it is important that teams be formed only when appropriate. When teams are formed, organizational politics often require that leader-managers “go to bat” for subordinates to secure resources necessary for their success, Bolman & Deal (1997). Fostering active participation in teams has been found to have the capacity to simultaneously increase both productivity and morale. Levine & Tyson (1990). However, promoting participation in itself will not necessarily yield desired results unless leader-managers trust subordinates to work independently. Similarly, while performance feedback is critical to team success, the feedback subordinates receive must not be too general, but be specific to the tasks to be accomplished, Kluger & DeNisi, (1998). Last, effective leader-managers must also grant subordinates the authority to carry out the tasks assigned to them, Bennis & Nanus (1985). Zander & Zander (2000) liken this act of empowerment to that of the symphony conductor whose own power comes from bringing out the power of other musicians.

**Motivating Subordinates**

The second essential characteristic of the leader-manager is motivating subordinates’ to make useful contributions toward departmental objectives. Of the multitude of approaches to motivation, perhaps the most promising means by which to influence goal-directed to behavior is through managing subordinates’ expectations of successful goal accomplishment as well as the perceived value of those goals, Weiner, (1992). To this end, the first job of motivating subordinates is to inform them of the purpose of tasks assigned to them, Bridges (1991). Second, leader-managers must ensure subordinates perceive the accomplishment of organizational goals as being valuable and worthwhile.

**Career Counseling**

Building collaboration in the workplace requires leader-managers to counsel subordinates on matters of performance and professional development. Bolman and Deal (1997) point out that very often change initiatives require collateral investments in training and education. Thus, subordinates should receive career counseling regarding educational opportunities that are relevant to both current and future jobs required of them. In addition, career counseling provides leader-managers an opening to align the results achieved within their departments to accomplishments benefiting the organization and its external clients, including society, Leigh (2003). Argyris and Schon (1996) describe this practice as consistent with a model of interpersonal dynamics that is characterized by leader-managers openly expressing their own perspectives on organizational goals, while seeking to understand and learn from the perspectives of subordinates. Last, if subordinates are to learn and improve from their undertak-
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