

To Evaluate the Important Factor for Achieving Team Effectiveness in the Small Projects: An Analytical Hierarchical Process Approach

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Abstract

The team effectiveness is the most important phenomenon whenever the team work is performed, in the small projects either within the organizations or any other projects like, special assignments, Building dams, roads and many other which requires a team work. It is the most important thing for any team work to complete the assign task with the efficiency and the effectiveness. So it is the most important thing to find out which factors has the most importance in any sort of small projects to achieve the effectiveness. For this researcher has collected the responses from the experts which are having 10 plus experiences in the project management and have completed many projects which requires a team work. The collected responses therefore check with the help of expert choice, analytical hierarchical process (AHP), so that the important factors can be sort out and the weightage suggest which factor to focus most and what to focus after that so on. The team effectiveness model has been adopted and on the basis of that it has been checked which dimension and in that which sub dimension is the most important factor within the team work for creating the effectiveness. For achieving this task the Bi-polar questionnaire has been used and collected data from the experts.

Keywords: dimensions, reliable, comparison judgment matrix, effectiveness, hierarchy

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Introduction

Analytical hierarchical process is the measurement of conducting the study related to the judgment of the experts to know about the importance of the phenomenon of an objective. As the experts are in the market and they know the real importance and the real implementation of the objective. For conducting this priority scale development the hierarchy prepared which is termed as to the first step of the AHP. Then it further moves on to the recording individual responses and then prepare the PCJMA. AHP has been appealing the attention of numerous investigators, largely because of the scientific structures of the technique besides the fact that response entry is objectively modest on the way to be shaped (Triantaphyllou & Mann, 1995). Furthermore suggested by Vargas (1990) it is so simple just because of constructing the PCJMA according to the specific criteria. Its application to choose tasks aimed at the collection, allows the decision makers to have a precise and mathematical decision backing device. This not only supports the decision maker to choose the best alternative but also enable them to justify their selection on the basis of the weighted found out from it. One of the most important factors in AHP is the consistency ration and the reliability of the responses. As noted by the Coyle (2004) it is very important for a decision making that the results and the criteria on the basis of the results are going to construct are consistent and the reliable with respect to the organization. It can be seen in AHP in terms of the consistency ratio index. CR allows the decision makers to make decision and the results which seems in the AHP should be out of ambiguity. So that the decision making will become more accurate and reliable.

Methodology

For achieving the task researcher has prepared the bi-polar questionnaire on the basis of the model of team effectiveness and for the responses the experts are used to fill the bi-polar questionnaire, as they were having the at least 10 years of experience working in the small projects and had experience to work in the teams and lead the team in different projects. The responses collected from the experts were put in the expert choice, which gives the results of individual pair wise matrix as well as the combine. Pair wise comparison judgment matrix to find out the local weights and the global weights which shows the importance of the sub dimension in terms of the dimension. Firstly, the measurements and the sub measurements are prioritized and the hierarchy has been formed to describe the dimensions and the sub dimension. Secondly, responses of Bi-polar questionnaire recorded in the expert choice by creating the responded sheet. Lastly, after that the pair wise individual responses were recorded and after the receding the combine individual option has been channelized by which the software makes the PCJM and the internal consistencies were also showing at the end. For this entire Excel and the Expert Choice software has been used to complete the analysis and the construction of the results.

Here is the scale of Bi polar questionnaire suggested by Saaty (2005) that the scale should be used with the scale of 1 to 9 as showing below Saaty's Scale of Relative Importance (Saaty, 2005)

Scale	Numerical Rating	Reciprocal
Extremely Preferred	9	1/9
Very strong to extremely	8	1/8
Very strongly preferred	7	1/7
Strongly to very strongly	6	1/6
Strongly preferred	5	1/5
Moderately to strongly	4	1/4
Moderately preferred	3	1/3
Equally to moderately	2	1/2
Equally preferred	1	1

Stage 01: Preparing Hierarchy of the Objective

The team effectiveness index is showing in figure 1, which is showing of total 20 sub dimensions which are explaining by the main dimension like context, work design composition and process are the main dimensions, where the sub dimensions are including, adequate resources (AR), leadership structure (LS), climate and trust (COT). Performance evaluation (PE) and the reward system (RS), autonomy (AT), skill variety (SV), task variety (TV) and the task significance (TS), abilities of members (AM), personality (PR), allocating roles (ALR). Diversity (DIV), size of teams (ST), member flexibility (MF), common purpose (CP), specific goals (SG), team efficacy (TE), conflict level (CL), and the social loafing (SL). These 20 sub dimensions are included in the main 4 dimensions of the goal which is team effectiveness. As showing in the Fig. 1 and hence the hierarchy has been formed

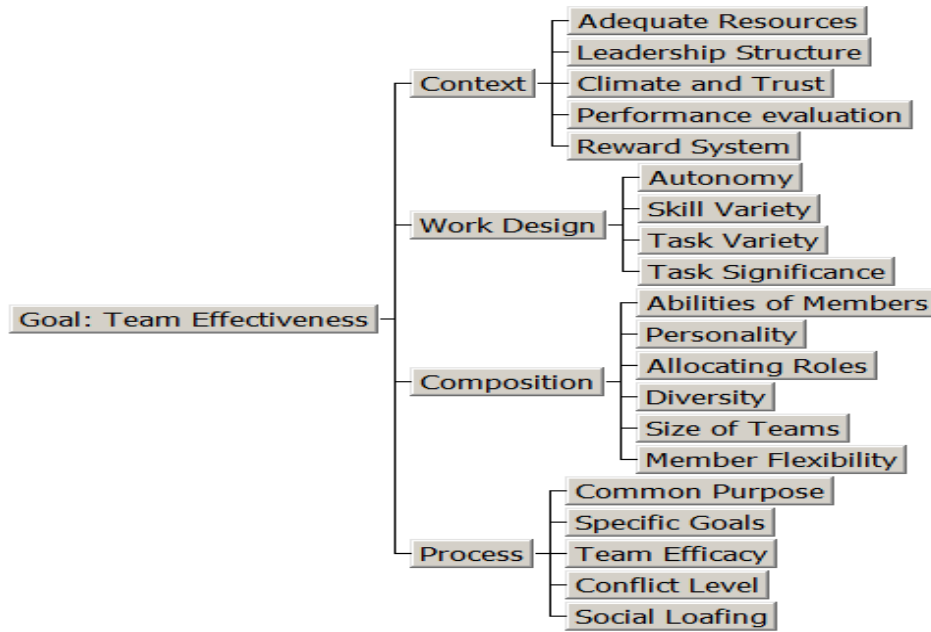


Fig 1. Hierarchy of the Dimensions and the sub dimensions

Model Source: Stephen P Robins, Organizational Behavior and the dynamics

Stage 02 Pair wise comparisons and establish priorities

The stage two is of constructing the Pairwise comparison judgment matrix for the main scopes and the sub scopes. As below in the table 1 showing the PCJMA for the main dimension and Table 2 to 5 is showing the PCJMA of the sub dimensions along with the priorities. As the hierarchy constructed the next step is to record the responses of the experts and prepare the individual responses sheet as showing in the Annexure-A and on the basis of those finding the Geometric mean of all creates the PCJMA and then normalizing the resulting matrix as shown in annexure –B so that the priority can be calculated on the basis of average of the rows. As in this research expert choice has been used and some of the calculations and the tables were made on using excel so both of the results are showing in this research. Annexure-A and B showing the excel sheets while

the results are showing the expert choice results for cross validation & analytical

Team Effectiveness	Context	Work Design	Composition	Process	Priority
Context	1.00000	0.38073	0.36917	0.42168	0.112
Work Design	2.62653	1.00000	0.67761	0.80274	0.249
Composition	2.70877	1.47577	1.00000	0.34375	0.252
Process	2.37144	1.24573	2.90905	1.00000	0.388
Consistency Ratio					0.075

triangulation.

Results

Table- 01 Pairwise Comparison Judgment Matrix (PCJMA) -----Main Dimension

As table 1 showing the results can be seen clearly that the main dimensions showing the priority (Local weights) of context, work design, composition and the process having the values (0.112, 0.249, 0.252, 0.388) and can clearly be seen that with respect to the team effectiveness the most important dimension is the process and the second to be considered is composition to create effectiveness in the team as well as in the task. Furthermore, in table 2 to 5 it can be seen that team efficacy is the most important sub dimension which is having the (0.35) and then conflict level (0.27) and then Specific Goals, (0.16) and Common Purpose at the last showing the value of (0.13).

In the tables below it can also be seen that consistency ratio has been shown at the end of each table either the dimension or the sub dimension. As suggested by Saaty (1980) the acceptable value of CR is ≤ 0.1 any value exceeding the value of 0.1 will be termed as the inconsistent and not reliable. Also suggested by the Gospel (2013) that for checking and triangulating the results the manual calculations are also acceptable which is done with the help of following formula $CR = CI / RI$ and will be termed as consistent if the value is less than 0.1. So, the CR values are showing at the end of the each table

showing the acceptability of the dimensions and the sub dimension and termed as to be consistent and reliable. The CR values is taken from the expert choice and calculated manually with the help of excel for analytical triangulation. In the next step it is important to synthesize the judgments the normalized weights which is achieved from the dimensions and the sub dimensions of team effectiveness will be accumulated together for getting the global weights for the each sub dimension for which table 6 is showing the results.

Table- 02 Pairwise Comparison Judgment Matrix (PCJMA) -----Sub Dimensions

Context	Adeqate Resorces	Leadershp Structre	Climte of Trust	Performnce Evaluation	Reward System	Priority
Adeqate Resources	1.0000	0.3380	0.7634	0.6776	1.4287	0.14
Leadershp Structre	2.9589	1.0000	0.8027	1.6345	1.5785	0.27
Climte of Trust	1.3099	1.2457	1.0000	0.7784	2.3714	0.24
Performnce Evaluation	1.4758	0.6118	1.2847	1.0000	1.5220	0.21
Reward System	0.6999	0.6335	0.4217	0.6570	1.0000	0.12
Consistency Ratio						0.035

Table- 03

Work Design	Autonomy	Skill Variety	Task Variety	Task Significance	Priority
Autonomy	1.0000	1.8669	3.1598	3.4997	0.401
Skill Variety	0.5356	1.0000	6.4339	6.1185	0.402
Task Variety	0.3165	0.1554	1.0000	2.7131	0.122
Task Significance	0.2857	0.1634	0.3686	1.0000	0.073
Consistency Ratio					0.08

Table- 04

Composition	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities	Priority
Abilities of members	1.00	1.58	0.24	1.19	2.63	0.49	0.15
Personality	0.63	1.00	0.36	0.79	0.90	0.79	0.10
Allocating Roles	4.17	2.81	1.00	3.90	1.50	1.97	0.34
Diversity	0.84	1.27	0.26	1.00	2.14	1.84	0.15
Size Of Teams	0.38	1.11	0.66	0.47	1.00	1.72	0.13
Members Flexibilities	2.05	1.27	0.51	0.54	0.58	1.00	0.13

Table- 05

Process	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing	Priority
Comon Purpose	1.00	0.64	0.33	0.32	2.69	0.13
Spcific Goals	1.55	1.00	0.40	0.36	2.87	0.16
Team Efficacy	3.00	2.50	1.00	1.90	2.73	0.35
Confclt Level	3.16	2.76	0.61	1.00	1.58	0.27
Socal Loafing	0.37	0.35	0.37	0.63	1.00	0.09
Consistency Ratio						0.088

1. Step 3: Synthesize judgments finding the Global Weights

The table above showing the goal which is the team effectiveness, main dimensions Context, work design, composition and the process with the local weights (0.112), (0.249), (0.252), (0.388). The most important dimension is the process which is having the highest weights with respect to the team effectiveness as it is showing the value of (0.388). Describes if in the short term project it is required to complete the task effectively then the process should be corrected. In which team efficacy is the most important sub dimension which is having the (0.35) and then conflict level (0.27) and then Specific Goals, (0.16) and Common Purpose at the last showing the value of (0.13). Similarly, the other important dimension in term of team effectiveness is , composition and in it the most important sub dimension with respect to composition, Allocating Roles, Abilities of members, Diversity, Members Flexibilities and then personality as they are showing the values (0.34, 0.15, 0.15, 0.13 and 0.10) respectively. As also in the third important dimension work design and the context at the last. Whereas, the last column is showing the global weights which are highlighting the value of sub dimensions with

respect to the team effectiveness. It can be clearly seen that the highest weights are in the team efficacy and the conflict level after that showing the importance with respect to the team effectiveness and showing the direct contribution to the main objective which is the team effectiveness. Remaining are showing the moderate importance with the main objective. The same is showing in the, Fig. 2 as showing below team efficacy and the conflict level are showing the bars at the highest showing that for team effectiveness both are the most important sub dimensions.

Table-06

Goal	Dimensions	Local Weights	Sub-Dimensions	Local Weights	Global Weights
Team Effectiveness	Context	0.112	Adequate Resources	0.14	0.016
			Leadership Structure	0.27	0.027
			Climate of Trust	0.24	0.026
			Performance		0.027
			Evaluation	0.21	
	Work Design	0.249	Reward System	0.12	0.014
			Autonomy	0.401	0.099
			Skill Variety	0.402	0.099
			Task Variety	0.122	0.027
			Task Significance	0.073	0.016
	Composition	0.252	Abilities of members	0.15	0.036
			Personality	0.10	0.028
			Allocating Roles	0.34	0.065
			Diversity	0.15	0.041
			Size Of Teams	0.13	0.031
	Process	0.388	Members Flexibilities	0.13	0.045
			Common Purpose	0.13	0.051
Specific Goals			0.16	0.066	
Team Efficacy			0.35	0.138	
Conflict Level			0.27	0.108	
Social Loafing			0.09	0.037	
Total		1.00		3.978	1.00

The above table is showing the importance of the factors, as sort after the PCJMA's it is very clear in the short term projects or the small projects. As it can be seen that, process

is getting the highest percentage above all the sub dimensions of team effectiveness which is 0.388. As far as the sub dimensions are concern within the highest weighted process is the team efficacy which is suggesting creating effectiveness in the short term projects the team efficacy is the important sub dimension within the process. Furthermore, conflict levels, specific goals and the social loafing are followed by the team efficacy showing the results 0.27, 0.16, 0.13 and 0.09 respectively. Similarly the second most important sub dimension of the goal is composition, work design and the context followed by the process. Showing the values of 0.252, 0.249 and 0.112.

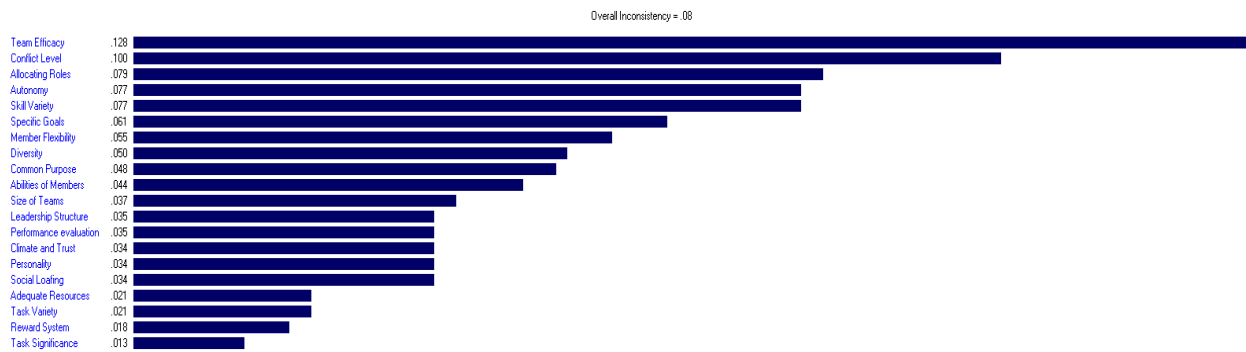


Fig.2 Bar diagram with respect to the team effectiveness.

Conclusion

The team who works on the different projects need to be effective, and it is important to understand the dimensions which are important and will be very easy to focus. Hence it has been found in the study which is the most important dimension and the sub dimension. As in the above scenario it has been studied that, in short term projects it is important to focus on process first in which the team efficacy and the conflict level is the most important sub dimensions. As suggested by Gibson (2006) team efficacy is the most important factor for enhancing the team performance. As also noted by the Bandura (1997) for the motivation of the team, team efficacy has a significant impact

on enhancing the motivation. Furthermore, as noted by Carron et al (1998) if the conflict level can't be taking down then it impacts negatively on the team and the overall project performance. Conflict level has historically been considered one of the most important factors in the study of group dynamics (Carron & Brawley, 2000)As achieving this task researcher first, decompose the decision-making problem into a hierarchy and differentiate the dimension and the sub dimension of the study which gives the clean path to focus. Secondly, pair wise comparisons and establish priorities among the elements in the hierarchy. Thirdly, Synthesize judgments (to obtain the set of overall or weights for achieving the goal). Lastly, Evaluate and check the consistency of judgments. Due to the time the sample is to low and it can be further enhanced by increasing it. And to explore these dimensions on the long projects to understand the importance with respect to the team effectiveness.

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Annexure- A

Pair wise Individual Matrix

Team Effectiveness

Pair wise Individual Matrix					
	Context	Work Design	Composition	Process	
Context	1.00		0.20	0.20	0.20
Work Design	5.00	1.00		0.20	0.20
Composition	5.00	5.00	1.00		0.20
Process	5.00	5.00	5.00	5.00	1.00

	Context	Work Design	Composition	Process	
Context	1.00		0.20	0.20	0.20
Work Design	5.00	1.00		0.14	0.14
Composition	5.00	7.00	1.00		0.20
Process	5.00	7.00	5.00	5.00	1.00

	Context	Work Design	Composition	Process	
Context	1.00		0.20	0.20	0.33
Work Design	5.00	1.00		0.20	0.33
Composition	5.00	5.00	1.00		0.20
Process	3.00	3.00	5.00	5.00	1.00

	Context	Work Design	Composition	Process	
Context	1.00		5.00	6.00	5.00
Work Design	0.20	1.00		5.00	5.00
Composition	0.17	0.20	1.00		0.20
Process	0.20	0.20	5.00	5.00	1.00

	Context	Work Design	Composition	Process	
Context	1.00		0.20	0.14	0.20
Work Design	5.00	1.00		5.00	7.00
Composition	7.00	0.20	1.00		3.00
Process	5.00	0.14	0.33	5.00	1.00

Context

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System
Adequate Resources	1.0000	0.3333	0.3333	0.3333	0.3333
Leadership Structure	3.0000	1.0000	0.2000	0.3333	0.2000
Climate of Trust	3.0000	5.0000	1.0000	0.3333	3.0000
Performance Evaluation	3.0000	3.0000	3.0000	1.0000	0.2000
Reward System	3.0000	5.0000	0.3333	5.0000	1.0000

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System
Adequate Resources	1.0000	0.1429	0.2000	0.2000	5.0000
Leadership Structure	7.0000	1.0000	0.3333	7.0000	7.0000
Climate of Trust	5.0000	3.0000	1.0000	0.2000	5.0000
Performance Evaluation	5.0000	0.1429	5.0000	1.0000	5.0000
Reward System	0.2000	0.1429	0.2000	0.2000	1.0000

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System
Adequate Resources	1.0000	0.1111	0.1111	0.1429	0.1429
Leadership Structure	9.0000	1.0000	7.0000	3.0000	7.0000
Climate of Trust	9.0000	0.1429	1.0000	0.1429	0.3333
Performance Evaluation	7.0000	0.3333	7.0000	1.0000	7.0000
Reward System	7.0000	0.1429	3.0000	0.1429	1.0000

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System
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	Resources	Structure	Trust	Evaluation	System
Adequate Resources	1.0000	0.1667	5.0000	5.0000	5.0000
Leadership Structure	6.0000	1.0000	5.0000	5.0000	5.0000
Climate of Trust	0.2000	0.2000	1.0000	6.0000	5.0000
Performance Evaluation	0.2000	0.2000	0.1667	1.0000	0.1667
Reward System	0.2000	0.2000	0.2000	6.0000	1.0000

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System
Adequate Resources	1.0000	5.0000	7.0000	3.0000	5.0000
Leadership Structure	0.2000	1.0000	0.1429	0.3333	0.2000
Climate of Trust	0.1429	7.0000	1.0000	5.0000	3.0000
Performance Evaluation	0.3333	3.0000	0.2000	1.0000	7.0000
Reward System	0.2000	5.0000	0.3333	0.1429	1.0000

Work Design

	Autonomy	Skill Variety	Task Variety	Task Significance
Autonomy	1.0000	7.0000	7.0000	7.0000
Skill Variety	0.1429	1.0000	7.0000	7.0000
Task Variety	0.1429	0.1429	1.0000	7.0000
Task Significance	0.1429	0.1429	0.1429	1.0000

	Autonomy	Skill Variety	Task Variety	Task Significance
Autonomy	1.0000	9.0000	9.0000	9.0000
Skill Variety	0.1111	1.0000	7.0000	7.0000
Task Variety	0.1111	0.1429	1.0000	5.0000
Task Significance	0.1111	0.1429	0.2000	1.0000

	Autonomy	Skill Variety	Task Variety	Task Significance
Autonomy	1.0000	9.0000	7.0000	5.0000
Skill Variety	0.1111	1.0000	5.0000	5.0000
Task Variety	0.1429	0.2000	1.0000	7.0000
Task Significance	0.2000	0.2000	0.1429	1.0000

	Autonomy	Skill Variety	Task Variety	Task Significance
Autonomy	1.0000	0.2000	5.0000	5.0000
Skill Variety	5.0000	1.0000	5.0000	5.0000
Task Variety	0.2000	0.2000	1.0000	0.2000
Task Significance	0.2000	0.2000	5.0000	1.0000

	Autonomy	Skill Variety	Task Variety	Task Significance
Autonomy	1.0000	0.2000	0.1429	0.3333
Skill Variety	5.0000	1.0000	9.0000	7.0000
Task Variety	7.0000	0.1111	1.0000	3.0000
Task Significance	3.0000	0.1429	0.3333	1.0000

Composition

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities
Abilities of members	1.00	5.00	0.33	0.33	0.33	0.33
Personality	0.20	1.00	3.00	3.00	3.00	3.00
Allocating Roles	3.00	0.33	1.00	3.00	3.00	3.00
Diversity	3.00	0.33	0.33	1.00	3.00	5.00
Size Of Teams	3.00	0.33	0.33	0.33	1.00	3.00
Members Flexibilities	3.00	0.33	0.33	0.20	0.33	1.00

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities
Abilities of members	1.00	0.11	0.14	5.00	5.00	0.14
Personality	9.00	1.00	0.14	0.20	0.20	0.14
Allocating Roles	7.00	7.00	1.00	5.00	0.14	5.00
Diversity	0.20	5.00	0.20	1.00	0.14	5.00
Size Of Teams	0.20	5.00	7.00	7.00	1.00	0.14
Members Flexibilities	7.00	7.00	0.20	0.20	7.00	1.00

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities
Abilities of	1.00	0.50	0.50	2.00	3.00	0.33

members							
Personality	2.00	1.00	0.33	0.50	1.00	0.50	
Allocating							
Roles	2.00	3.00	1.00	2.00	1.00	1.00	
Diversity	0.50	2.00	0.50	1.00	3.00	1.00	
Size Of							
Teams	0.33	1.00	1.00	0.33	1.00	1.00	
Members							
Flexibilities	3.00	2.00	1.00	1.00	1.00	1.00	

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities	
Abilities of members	1.00	5.00	0.17	5.00	5.00	0.25	
Personality	0.20	1.00	0.20	0.20	0.20	0.20	
Allocating Roles	6.00	5.00	1.00	6.00	6.00	6.00	
Diversity	0.20	5.00	0.17	1.00	5.00	0.17	
Size Of Teams	0.20	5.00	0.17	0.20	1.00	5.00	
Members Flexibilities	4.00	5.00	0.17	6.00	0.20	1.00	

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities	
Abilities of members	1.00	7.00	0.20	0.14	5.00	7.00	
Personality	0.14	1.00	0.20	5.00	5.00	7.00	
Allocating Roles	5.00	5.00	1.00	5.00	3.00	0.33	
Diversity	7.00	0.20	0.20	1.00	7.00	5.00	
Size Of Teams	0.20	0.20	0.33	0.14	1.00	7.00	
Members Flexibilities	0.14	0.14	3.00	0.20	0.14	1.00	

Process

	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing	
Common Purpose	1.00	5.00	5.00	0.20	0.20	
Specific Goals	0.20	1.00	0.20	0.20	0.20	
Team Efficacy	0.20	5.00	1.00	0.20	0.20	
Conflict Level	5.00	5.00	5.00	1.00	0.20	
Social Loafing	5.00	5.00	5.00	5.00	1.00	

	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing
Common Purpose	1.00	0.14	0.14	5.00	5.00
Specific Goals	7.00	1.00	0.14	7.00	7.00
Team Efficacy	7.00	7.00	1.00	7.00	7.00
Conflict Level	0.20	0.14	0.14	1.00	0.20
Social Loafing	0.20	0.14	0.14	5.00	1.00

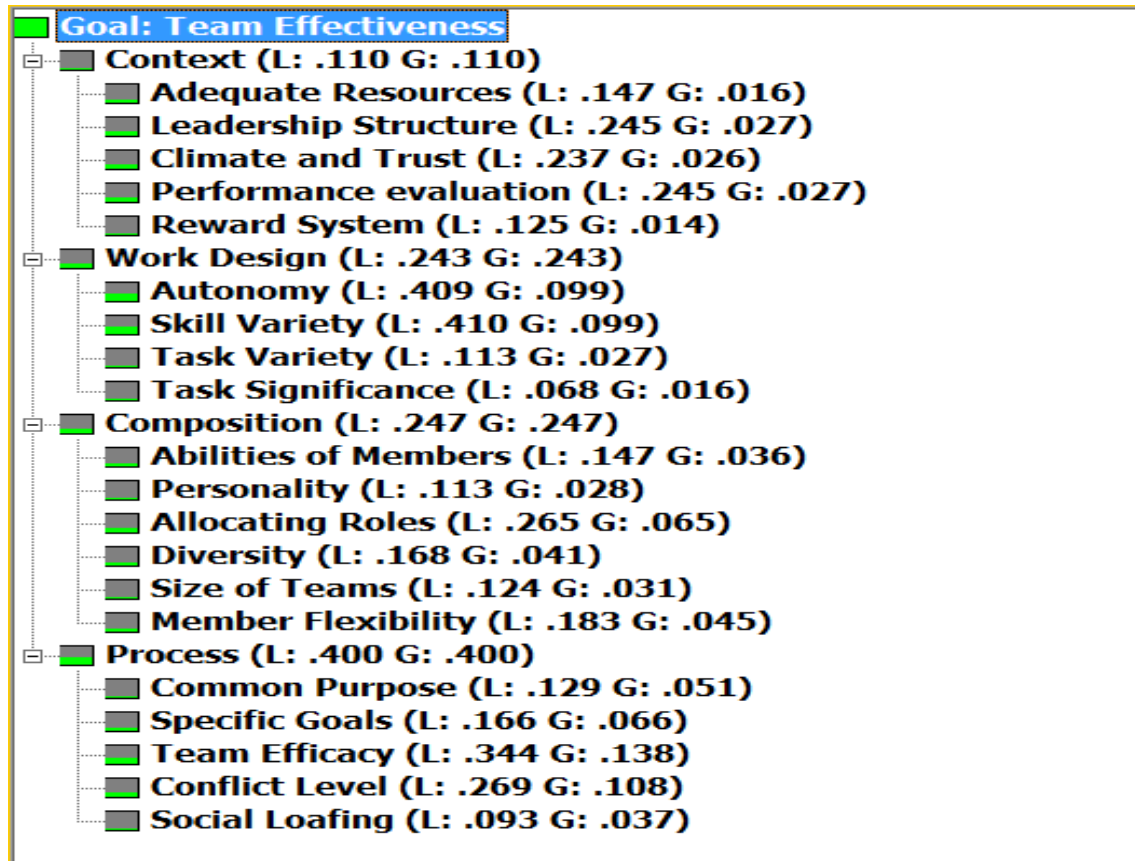
	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing
Common Purpose	1.00	0.11	0.14	0.11	7.00
Specific Goals	9.00	1.00	9.00	0.11	7.00
Team Efficacy	7.00	0.11	1.00	7.00	9.00
Conflict Level	9.00	9.00	0.14	1.00	7.00
Social Loafing	0.14	0.14	0.11	0.14	1.00

	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing
Common Purpose	1.00	0.20	0.20	0.20	4.00
Specific Goals	5.00	1.00	0.20	0.20	4.00
Team Efficacy	5.00	5.00	1.00	0.50	4.00
Conflict Level	5.00	5.00	4.00	1.00	5.00
Social Loafing	0.25	0.25	0.25	0.20	1.00

	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing
Common Purpose	1.00	7.00	0.20	0.14	5.00
Specific Goals	0.14	1.00	0.20	0.20	5.00
Team Efficacy	5.00	5.00	1.00	5.00	3.00
Conflict Level	7.00	5.00	0.20	1.00	7.00
Social Loafing	0.20	0.20	0.33	0.14	1.00

Annexure-B

Expert Choice Output OF Dimensions and Sub Dimensions Along With the Local and Global Weights



Annexure-C

Excel File for Calculating the Local Weights

Team Effectiveness	Context	Work Design	Composition	Process	Local Weights
Context	0.11485	0.09281	0.07449	0.16420	0.112
Work Design	0.30167	0.24377	0.13673	0.31257	0.249
Composition	0.31111	0.35975	0.20178	0.13385	0.252
Process	0.27237	0.30367	0.58700	0.38938	0.388
Total	1	1	1	1	

	Adequate Resources	Leadership Structure	Climate of Trust	Performance Evaluation	Reward System	L.W
Adequate Resources	0.1343	0.0883	0.1787	0.1427	0.1808	0.14

To Evaluate the Important Factor for Achieving Team Effectiveness in the Small Projects:
An Analytical Hierarchical Process Approach

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Muhammad Masood Mir, Mehran Tunio and Faakhir Husnain

Leadership						
Structure	0.3975	0.2612	0.1879	0.3443	0.1998	0.27
Climate of Trust	0.1760	0.3253	0.2341	0.1640	0.3002	0.23
Performance						
Evaluation	0.1982	0.1598	0.3007	0.2106	0.1926	0.21
Reward System	0.0940	0.1655	0.0987	0.1384	0.1266	0.12

	Autonomy	Skill Variety	Task Variety	Task Significance	Local Weights
Autonomy	0.4678	0.5860	0.2882	0.2625	0.4011
Skill Variety	0.2505	0.3139	0.5869	0.4590	0.4026
Task Variety	0.1480	0.0488	0.0912	0.2035	0.1229
Task Significance	0.1337	0.0513	0.0336	0.0750	0.0734

	Abilities of members	Personality	Allocating Roles	Diversity	Size Of Teams	Members Flexibilities	Local Weights
Abilities of members	0.11	0.17	0.08	0.15	0.30	0.06	0.15
Personality	0.07	0.11	0.12	0.10	0.10	0.10	0.10
Allocating Roles	0.46	0.31	0.33	0.49	0.17	0.25	0.34
Diversity	0.09	0.14	0.08	0.13	0.24	0.24	0.15
Size Of Teams	0.04	0.12	0.22	0.06	0.11	0.22	0.13
Members Flexibilities	0.23	0.14	0.17	0.07	0.07	0.13	0.13

	Common Purpose	Specific Goals	Team Efficacy	Conflict Level	Social Loafing	Local Weights
Common Purpose	0.11	0.09	0.12	0.08	0.25	0.13
Specific Goals	0.17	0.14	0.15	0.09	0.26	0.16
Team Efficacy	0.33	0.34	0.37	0.45	0.25	0.35
Conflict Level	0.35	0.38	0.22	0.24	0.15	0.27
Social Loafing	0.04	0.05	0.14	0.15	0.09	0.09