

## Effectiveness of teamwork and its structure in business management: A case study on Corporate Sector of Bangladesh

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### Abstract

This study provides an analysis and evaluation of the Effectiveness of teamwork and its structure in business process to the corporate sector of Bangladesh. Methods of analysis include correlation, regression analysis and testing of hypothesis through ANOVA, horizontal and vertical analysis as well as recommendations are also provided based on the findings. The paper discloses that, team climate and team effectiveness are more correlated than team objective, functions and skill which recommends putting more emphasize on the variables correlated. Organizations should be interested in teamwork by means of a multiple skill needed to evaluate individual's performance, collaborate learning skill will be practice preparing for team focused working culture. For a successful team, some factors are needed such as, share mutual belief, full participation of all the members, individual commitment to reach a common as well as team goal for business management in an organization.

[**Keywords:** Teamwork, Business Process Management, Effectiveness of Team, Team Climate, Team Dysfunction, Performance, Organizational success]

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### I. INTRODUCTION

Teams are an integral part of most of the corporate organizations today. The use of teams in the work environment is pervasive a wide range of this sector. Teams are created for many reasons, but in general, they are used to move an organization closer to a set of objectives. The implementation of quality management programs, the desire to increase operational efficiencies and productivity, and increased levels of globalization are just a few of the often-cited reasons for creating teams within an organization. Within corporate organizations, process and product complexity often necessitate the use of teams of employees. The effectiveness of these teams of corporate employees is often a key determinant in how successful the organization will be in meeting the aggressive quality, safety, and organizational goals of today's businesses.

Managers throughout a corporate organization are faced with the task of creating a climate that supports these teams and are often at a loss for where their efforts should be directed. Investments in team design, training, and rewards as well as efforts to support team learning are just a few of the strategies employed by managers in their efforts to develop effective teams.

In today's corporate environment, it appears the team – not the individual – holds the key to business success. In the competitive environment companies are obliged to produce more rapidly, more effectively and more efficiently in new product development which is a result of business management activities. The use of teams in the work environment is pervasive across a wide range of industries. Teams are created for many reasons, but in general, they are used to move an organization closer to a set of objectives. Team has great impact on the progress of an organization. Business management can be successful by the proper use of teams.

### Objective of the study

The Main objective of the research is to measure the effectiveness of teamwork and its structure in corporate sector by developing a proper management of business process that will define how team efforts has impact on organizational success. The main objectives are:

- a) To determine factors that affecting effectiveness of team and its structure.

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- b) To define why team dysfunctions and fails in certain situations.

## **II. Methodology**

This Section defines the research design, conceptual framework, hypothesis development, sampling, data collection procedures and the techniques of data analysis and reliability test for examining the factors that affect team effectiveness in the business management of corporate sector now a days. Business process as well as managerial operation of Beximco Group, Orion Pharma Ltd., the City Bank Ltd., Grey Advertising (Bangladesh) Ltd. and Banglalink are chosen for this study, as those companies are representing corporate sector of Bangladesh. The Survey consists of team members and their head of team in each group.

### **Questionnaire Design**

Questionnaire has been designed to conduct the study more empirically evidential rather than theoretical perspective, which determines effectiveness of every related factor affecting team performance and overall success. The first part was consisting of four items to know the demography of the team such as name, age, gender, and their recent management operation in a team. This section was based on nominal scales like check boxes and dichotomous scale.

We used Likert scale tool. Where for measuring response 1= Strongly Disagree, for satisfaction level 5= Completely satisfied. The primary scale of measurement is nominal scale, where according to the importance the factors are measured.

Second part was based on 20 items to measure team effectiveness and its impact. Team objectives was measured with 4 items, team functions with 4 and skills service with 4. To measure the satisfaction level, all the items were supported with 5-point Likert scale ranging from 1 strongly Disagree to 5 strongly Agree.

### **Data Collection**

This research was based on both primary and secondary research data. Primary data includes questionnaire preparation, and a survey was conducted by questionnaire that supports the research. Primary data was collected from 34 sample from different corporate office mentioned earlier in Bangladesh. For secondary research, it has been found and read relevant literature, books, articles, and magazines on Effectiveness and performance of teamwork. Secondary data refers different articles and journals from where the ideas are taken about the topic, and format is followed for conducting this research.

### **Data Analysis Tool**

Data analysis refers how to process the data to get the result. For this purpose, Microsoft Excel and STRATA software was used to analyze the data. For Cross tabulation data SPSS 20.0 version is used for calculation.

### **Limitations of the Research**

This research has the following limitations present. They are as follows:

- a. Number of sample size is only 34, which may not represent the entire corporate sector in the country.
- b. Only regression and cross-tabulation has been used, where there is more scope for analyzing additional data to support the hypothesis.

## **III. Literature Review**

Teamwork is undoubtedly a variety of definitions have been offered (Guzzo & Shea 1992), but the one Guzzo & Dickson, 1996), adopt owes its origins to the work of Alderfer (1977) and Hackman (1987). According to Alderfer (1977) and Hackman (1987), A “work group or team” is made up of individuals who see themselves and who are seen by others as a social entity, who are interdependent because of the tasks they perform as members of a group, who are embedded in one or more larger social systems (e.g., community, organization), who perform tasks that affect others such as customers or coworkers.

“Team” has largely replaced “group” in the jargon of organizational psychology. Is this a mere matter of wording or are there substantive differences between groups and teams? For many, “team” connotes more than “group.” According to Katzenbach & Smith (1993), for example, assert that groups become teams when they develop a sense of shared commitment and strive for synergy among members.

Researchers estimate that over 80% of organizations employing more than a hundred employees utilize teams (Cohen & Bailey, 1997). Many of these employees are asked to integrate into team environments, knowing full well that the team will disband soon. Members of these fast acting, temporary project teams usually have a specific task to accomplish and are expected to be self-managing, capable of handling novel situations, and willing to invest in a continuous learning process (Allred, Snow, & Miles 1996).

There is no singular, uniform measure of performance effectiveness for groups. We prefer to define it broadly, as have Hackman (1987) and Sundstrom et al (1990). According to, Hackman (1987) and Sundstrom et al (1990), effectiveness in groups is indicated by

- a) group-produced outputs (quantity or quality, speed, customer satisfaction, and on),
- b) the consequences a group has for its members, or
- c) the enhancement a team's capability to perform effectively in the future.

Research that assesses one or more of these three aspects of effectiveness is of primary interest in this review. The importance of work teams appears to be gaining in strength as jobs get bigger, organizational structures get more complex, and more and more companies become multi-national in scope (Naquin & Tynan, 2003). , Project teams are frequently unsuccessful, and this is often attributable to a lack of teamwork skills on the part of the members who are usually chosen for their functional technical skills and not their teamwork skills (Ellis et al. 2005).

Team members can be unprepared, lacking the teamwork skills required to work as an interdependent unit (Mohrman et.al 1995). The inability of team members to interact and work together effectively can negatively influence both team and organization effectiveness (Ellis et al., 2003; Marks et al., 2002).

Effective team work and communication are very important factor. In case of any failure it can cause a harm for any organization. Effective teamwork and communication even a lifesaving instrument in medical sector (Leonard et.al 2004). But to make an effective team there are five factors those may be task effectiveness, team members' wellbeing, team viability, innovation and cooperation (West. 2012). Organizational climate can be a potential for use in settings such as organizational climate surveys, team building and development, selection of new members into groups, and group development over time. Practitioners and consultants in the field now face a bewildering choice of psychometric measures, but few have been conceived of, and validated, specifically at the group level of analysis (Anderson et. al.1998). Teams are ubiquitous in public and private sector organizations. Understanding the nature of teams, teamwork, and team performance in order to promote team effectiveness has been an arduous endeavor undertaken in several scientific disciplines over the past century. In many contexts, team performance—and ultimately effectiveness directly relates to how the team adapts to the multitude of contingencies that are encountered (Burke, et. al 2006).

### Research framework

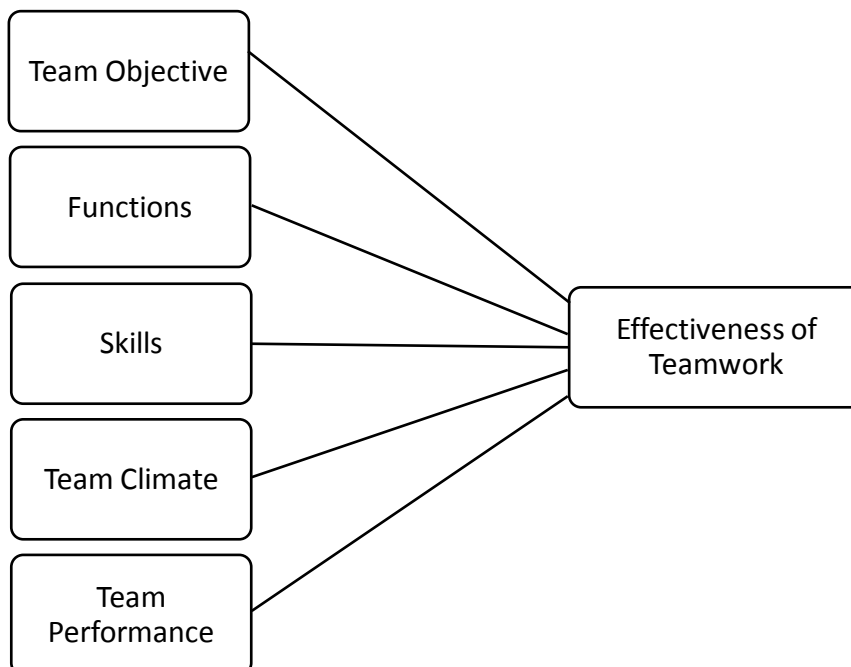


Figure: Research Framework

### Hypothesis and Data Analysis

To examine the relationship between the independent and dependent variables, following hypotheses were developed.

H<sub>1</sub>: There is positive relation between Team Objective and Team effectiveness.

- H<sub>2</sub>: There is positive relation between Team Function and Team effectiveness.  
H<sub>3</sub>: There is positive relation between Team Skill and Team effectiveness.  
H<sub>4</sub>: There is positive relation between Team climate and Team effectiveness.  
H<sub>5</sub>: There is positive relation between Team Performance and Team effectiveness.

Variables	Team Effectiveness (Pearson Correlation)	P-value	Cronbach's Alpha (Reliability %)
Team Objective	0.760	0.000	83.30
Functions	0.762	0.000	83.30
Skills	0.807	0.000	83.30
Team Climate	0.946	0.000	83.30
Team Performance	0.841	0.000	83.30

Here in every situation *p*-value is less than 0.01 and all the variables are positively correlated with team effectiveness. So, this is to be determined that, null hypotheses may be rejected at 1% of significance level and alternative hypothesis may not be rejected. Also, the data used in this research is 83.30% reliable.

On the contrast, team dysfunction occurs if any of the variable becomes absent in correlation with each other. Wrong decision comes from the bad teamwork and leads to unsuccessful result in the business operation at this outset.

#### IV. Conclusion and Findings

The main aim of this research was to find the effectiveness of teamwork and its structure to manage modern business world. Teamwork has a dramatic effect on organizational performance as well as on ultimate decision making. An effective team can help an organization achieve incredible results. A team that is not working well can cause unnecessary disruption, failed delivery and strategic failure. Nowadays it is almost impossible to avoid being a member of team, especially in the corporate world.

#### Findings

1. Team Climate and Team Performance are more correlative .946 and .841 respectively. So, team climate and performance should be emphasized.
2. The other variables: Team Skill, function and objectives should be accentuated after previously stated variables because research shows that comparatively less correlation among them.
3. The art of team performance and training can help the business management to improve team effectiveness. It should continue to disseminate findings regarding the progress of further research.
4. Research has already identified many of the competencies necessary for effective teamwork in business process and management.
5. Team-based strategies should be developed for improving team effectiveness.

So therefore, the research has made considerable progress in designing and implementing teamwork success for business management in an organization across several situation along with affecting factors which are to make effective teamwork and its proper structure for organizational success.

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**Appendix**

Questionnaire for a research regarding

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Please answer/tick the following questions:

**SCALES' INTERPRETATION:**

1	2	3	4	5
Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree

**SECTION- A**

BACKGROUND INFORMATION OF RESPONDENT (Please tick where applicable)

1. Name:

2. Gender:

Male

Female

3. Age:

Below 20

Between 21-25

Between 26-30

Between 31-35

Between 36-40

Above 41 years old

4. The title of the Group Project or business operation you have conducted recently with a team:

**SECTION- B**

For this section, please rate how strongly you agree or disagree with each of the following statements by ticking the appropriate numbers.

	OBJECTIVES	1	2	3	4	5
1	I know the objectives of my team for the Business management					
2	Team has a clear vision of what it is supposed to do					
3	Everyone on the team has a clear and vital role					
4	Team works well together to obtain research & development outcomes					
5	I'm satisfied with my team objectives					

	FUNCTIONS	1	2	3	4	5
1	Team receives adequate training to function effectively					
2	Team understands its requirements for Business management					
3	Everyone on the team has a clear and vital role based on functional objectives					
4	I feel flexible to work with my team functions.					
5	I'm satisfied with my team functions.					

	SKILLS	1	2	3	4	5
1	Team has adequate skills and member resources to achieve its goals					
2	Team uses effective decision-making processes and problem-solving skills					
3	Constructive feedback is given by the team from research findings					
4	Team can improve the skills required for optimum research works					
5	I'm satisfied to work with such skilled team					

	TEAM CLIMATE	1	2	3	4	5
1	Working environment within the team is friendly enough to perform better					
2	Team members can openly discuss their own problems and issues					
3	Team members show consideration for needs and feelings of other team members.					
4	Team members receive recognition for individual performance					
5	I'm satisfied with team climate to expose my maximum performance					

	TEAM PERFORMANCE	1	2	3	4	5
1	Team members are aware of research performance & oriented to goals					
2	Both individual and team performance are measured independently					
3	Team uses an effective short and long-term strategic planning process					
4	Team is productive, efficient, and effective for research & development actions.					
5	I'm satisfied with the consequential performance of my team					

Thanks for your Valuable Participation.