

**The Impact of Teamwork on Organizational Productivity in Ventura Tooling – Hosur  
in Krishnagiri District**

**DIVYA S**

**(20PSW005)**

**Thesis Submitted to Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore – 641043**

**In partial Fulfillment of the Requirements for the  
DEGREE OF MASTER OF SCIENCE IN SOCIAL WORK**

**June, 2022**

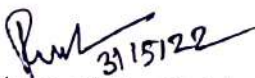
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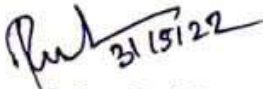
  
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**Signature of the External Examiner**

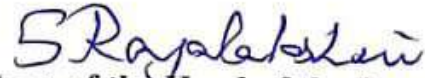
*Certificate*

## CERTIFICATE

This is to certify that the dissertation entitled on “**The Impact of Teamwork on Organizational Productivity in Ventura Tooling – Hosur in Krishnagiri District**” is submitted to the Avinashilingam Institute for Home Science and higher education for Women, Coimbatore - 641 043 in partial fulfillment of the requirements for the award of the degree of **MASTER OF SOCIAL WORK** is a record of original research work done by **DIVYA S (20PSW005)**, during the period of the study in the Department of Home Science extension education, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore – 641043, under my supervision and guidance, has not formed the basis for the award of any degree/ diploma/associateship/fellowship or similar article of other university.

 31/5/22

Signature of the Guide



Signature of the Head of the Department

Signature of the External Examiner

*Declaration*

## DECLARATION

I **DIVYA S** hereby declare that the thesis, entitled “**The Impact of Teamwork on Organizational Productivity in Ventura Tooling- Hosur in Krishnagiri District**” submitted to the Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, in partial fulfillment of the requirements for the award of the **Master of Social Work** is a record of original and independent research work done by me during six month under the Supervision and Guidance of **Dr. P. Kalavani**, and it has not formed the basis for the award of any Degree/Diploma/Associateship/ Fellowship or other similar title to any candidate in any University.



**Signature of the Candidate**

# *Acknowledgement*

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# *Introduction*

## I INTRODUCTION

Teamwork is usually an integral part of the workplace. Basic teamwork involves everyone working together to support the organization and complex forms of teamwork could involve “work teams” chosen to complete a project by working closely. teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. It is true that more minds can sometimes work better than a single one. It fosters creativity and learning, maximizing shared knowledge and expanding new skillsets. Companies that values and implements teamwork understands that their organizational success relates to how well their team works collaboratively in achieving common goals (Genesis 1:2, KJV).

Effective teams in organizations make all the differences in the achievement of corporate value creation, growth, and attainment of the predetermined and emergent goals and objectives of any organization. This paper examines the impact of teambuilding and teamwork in organizations and their implications to managers and employees. The paper notes that team building stimulates organizational productivity, service quality and general positive performances and enhances organizational development and efficiency. It also note that team building encourages continuous growth, open and positive communication, and development of trust and leadership potentials of organizations members. It however pointed out that team building encounter serious challenges in employee resistance, lack of trust, virtual workplace and globalization. Teamwork is a vital aspect of the functioning of any organization (Ecclesiastes 4:9-10 KJV).

Teams, as a basic structural component of an organizations’ design, should contribute to a more efficient and improved business performance of the organization. Improperly structured and led teams can make it impossible for an organization to work and develop; this is why it is necessary to know the nature and characteristics of the teams in order to achieve their goals. Another highly important issue is the level of team effectiveness, which should answer the question of whether or not a given team is capable of achieving its goals and performances. This is essential, especially given that more and more business processes are performed by teams and

not by individual, and that the sustainability of organizations and corporate performances are positively related to successful teamwork (Fleishman 2010).

Today, numerous managers in organizations encourage teamwork in performing the tasks of employees, so as to improve their knowledge and improve their professional skills and allows employees to collaborate, improve individual skills, and provide feedback without any conflict with other team members. It is a crucial strategy for the organization's business, because team members upgrade their skills, knowledge and abilities by working in teams, and this affects the performance and efficiency of the organization (Morris 2010).

Organizations today concentrate on teamwork to provide a competitive advantage, solve problems through collaboration, and encourage employee creativity. Teams can offer greater adaptability, productivity, and creativity, and they also offer more complex, innovative, and comprehensive solutions for organizational problems. Therefore, teamwork is one of the most important issues in contemporary business. Teamwork is used across many different industries to increase performance, employee unity and company culture. Companies that must frequently develop new ideas or products using a project-based approach assemble teams in order to diffuse responsibility and to increase the number and diversity of ideas for the project. Team members use teamwork to bounce ideas off of one another before deciding on a development path for a project (Adair, 2011).

Teamwork is important due to the problem-solving synergy gained from multiple minds working on a solution. When one person works on a specific company problem, that person only has her personal experience and knowledge from which to pull for solutions. Using teamwork, team members pool their collective ideas together to generate unique ideas for dealing with problems.

Problems in this case are not purely negative. The problem could be developing a product for a consumer to address a need that the consumer does not know that she has. Two or more people working together also build upon one another's ideas, weeding out the weak parts and making the ideas better.

Teamwork is the backbone of effective communication within a company. When employees work as individuals or independently on projects, they may not readily share knowledge or new information. This lack of communication increases the time it takes to complete projects, tasks or the development of solutions. Teamwork promotes conversation

between employees regarding the task at hand, possibly preventing employees from working in opposite directions.

When employees work together as a team within a company, every employee learns from one another. This knowledge is not limited to the personal experiences of coworkers; employees from different departments may learn information from each other regarding the limitations and possibilities of those departments. For example, if a marketing department consistently makes demands with unrealistic deadlines to another department, the marketing department may see through teamwork because its requests are unreasonable (Rehman 2013).

When a team is cohesive and works well together, it gives team members a feeling that they belong to something good. Everyone wants to be on a winning team, but you can't win all the time. Belonging to the team makes the setbacks more bearable because they're shared. Team members console one another and prop each other up, reminding everyone of their successes and that together, they will be victorious again. This promotes strong working relationships (Jehn, 2010).

Teamwork is the actions of individuals, brought together for a common purpose or goal, which subordinate the needs of the individual to the need of the group. In essence, each person on the team put aside his or her individual needs to work towards organizational objectives. The interaction among the members and the work they complete is called teamwork. Effective teamwork is essential to the success of any business. As “no man is an island”, the positive effects of productive teamwork can energize an entire organization, just as the negative effect of a lack of teamwork can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization. As such most human resource approaches lay so much emphasis on teamwork due to its importance to organizational productivity. Hence the need to conduct an extended essay on the impact of teamwork on organizational productivity (Katzenbach and Smith, 2011).

Teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. Teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task,

which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research (Delarue et al 2013).

Teamwork is viewed as work group with a common purpose for the achievement of goals/task (Harries and Harries, 2011). It implies therefore that individuals work in a cooperative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles. It is a means of improving manpower utilization and potentially raising performance of not just the individuals but the organization ultimately, because it can expand the output of individuals through collaboration. Thus, employees who work in team become the standard for the organization (Alie, Bean and Carey, 2013). Nowadays, managers who know the value are assigning more team projects to employee with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2013).

Teamwork has the potential of improving the performance of individual employees and that of the organization, though, it needs to be nurtured over time. As have been explained by Robbins and Judge (2017), a work group is a group of employees that interact with each other primarily to share information and make decisions that assist individual members in carrying out their duties while a work team is a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs. They added that teamwork helps employees to cooperate, enhance their skills, provide feedback and reduce individual conflicts. It has been widely acknowledged that the shift from working alone to working in teams, require employees to cooperate, share information, confront differences and sublimate personal interests for the greater good of the team (Ingram, 2013).

Teams may therefore be portrayed as effective work groups whose effectiveness rests on the degree of motivation, coordination and purpose and whose synergy produces an energy/creativity which is beyond them as individuals, hence, teams must possess a definable membership, group consciousness and a sense of shared purpose. Within the context of teamwork and employee performance in an organization, we intend to explore the influence of the following as the components of the team and their influence on employee's job performance: abilities of members, esprit de corps, team trust as well as recognition and reward. Perceptive managers known and constantly capture the benefits of the team. As teams show the collective strength of the individual members, they boost the motivation and morale of individual as well.

This in turn will create a high-performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow organization to continue to compete successfully in a tough, competitive and global business arena (Zaccaro 2014).

Today, collaboration is seen as one of the main attributes for operational performance in the workplace. Unfortunately, most organizations and particularly the Lebanese banks today do not carry out teamwork which affects workforce productivity and the success of the organization as a whole. The essential purpose of the study is, therefore, to address the value of collaboration at work and what are the conditions to provide an integrated and productive working team to boost efficiency and results. With this phrase, administrators and leaders understand the value of cooperation in the workforce where partnerships can be strengthened in terms of coordination to accomplish the organization's objectives and priorities quickly and effectively (Ayestaran2012).

Team can be described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service. Team building, planning events and activities have the potential to bring the people you employed to a strong sense of direction, workable plans and solutions, a powerful feeling of belonging with and on the team and clear strategic customer-focused values. Poor team building and planning sessions bring disillusionment, low morale and negative motivation of the entire organization. They fail to deliver the results expected. Organizations flounder with little strategic direction. Everyone works hard, but, usually on the wrong tasks and goals. Employees take baby steps toward accomplishing key action items and nothing important is finished (Husain, 2011).

Team work is the ability to work together towards a common vision. Teamwork is a fuel that allows common people to attain uncommon results. Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with others also can allow individuals to better understand the importance of teamwork and how the organization operate as well as promote the culture of teamwork success. Without teamwork houses take long to build, government collapse and companies are outshined by their competitors in the market and lastly without teamwork people lose their inspiration (Husain, 2011).

According to Wageman (2012) “company’s teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control and company’s success is scrutinized by top management to achieve the desired goals”. McShone (2014) said that teams are replacing individuals as the basic building blocks of organization - French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems. The teams and teamwork are concepts teams and team thinking have been around for years at companies such as (Procter and Gamble Steiner, 2015).

Hence companies have to encourage teamwork in order to gain competitive advantage because its base where new ideas come from. To employee teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. The backward development in organizations today can be attributed to inadequate teamwork among workers in an organization which in the long run affects the performance of the organization (Shinca 2004).

In today's society, there have been so much emphasis on pride and personal achievement at work place; where by the concept of teamwork seems to be overlooked by managers and employees, due to this management sees less essence of teamwork as a major tool of performance which has led them to poor performance and productivity in the industry market. Therefore, the study seeks to identify the impact teamwork has on organizational performance (Jehn, 2015).

Conflict of duties associated with the quality of innovation and ideas can increase constructive criticism (Jehn, Northcroft, & Neale, 2017), and facilitate the effective use of organizational resources. However, other research suggests that substantive (task) conflict may also have negative effects on the organization (Guerra, Martínez, Munduate, & Medina, 2015). Conflicts can make the work environment less comfortable, reduce individual perception about teamwork and job satisfaction, increase anxiety, and have greater impact in making the employee ostracized from the group. The result showed that there were differences of opinion on relationship conflict with team collaboration. Tjosvold, Law, and Sun (2016) showed that substantive conflict does not affect the effectiveness of teamwork. The approach to competition negatively affects the effectiveness of teamwork. Other studies related to conflict management

by Aritzeta, and Swailes (2015) showed that there was a negative correlation between integrative style and teamwork.

Performance has been considered as an ultimate outcome of an organization as well as an employee. Thus, the term „performance“ has itself been discussed in the literature, as defined by some of the authors, as an outcome generated by the employees in contrast to the roles and expectations which have been attached to them (Colquitt, Scott, & LePine, 2007; Lemieux, MacLeod, & Parent, 2007). At some other instances, literature has considered it as an accomplishment of organizational goals and objectives through the building blocks of the firm (Bommer, Dierdorff, & Rubin, 2007; Thomas & Feldman, 2008). Studies have shown that the performance can be seen on two explicit fronts named as employee performance and organizational performance. In brief, organizational performance refers to the extent to which an organization achieved its goals and objectives (Gilboa, Shirom, Fried, & Cooper, 2008; Kieffer, & Curtiss, 2004) while employee performance is a more subjective term which is associated with the physical, behavioral and cultural output of an individual which should be aligned with organizational goals in order to get appraisal and acceptance.

Organizational success and glory is dependent upon the employees and their performances, which come from creativity, innovation and higher level of commitment. Literature has also exposed that it is the employee performance, which constructs the marketplace of an organization. Thus, some studies also stressed that there are wide range of individual benefits which result from employee performance (Cote & Miners, 2016).

The concept of employee production is seemed relevant to that of employee performance as, at many instances, performance has been measured in terms of the physical goods produced by employees (Kieffer et al., 2014) along with quantifying them to know the exact figure. While in broader terms, production is seen from the units manufactured or produced or the customers which have been served in a given time while performance seems more associated with goal or objective achievement in the best possible manner. Employee job performance can only be achieved at its best when all the working elements of the organization perform together manner (Bommer et al., 2007; Evans & Davis, 2015).

Teamwork has been considered as one of the most desired attributes, which an employer wishes to have in modern day organization (West, 2012). Teamwork is not always about working in large teams but a sense of togetherness that make an environment termed as team (Farh, Seo &

Tesluk, 2012). Crawford and Lapine (2013) have argued on teamwork dimensions and concluded that, supervisors and leaders are also part of the teamwork as they are responsible for producing better organizational performance so an integration of employees with supervisors is an important element of teamwork. The opposite argument in this regard comes from the examples of companies like McDonalds and Toyota who are rewarding their employee's in-group work orientation from years and are market leaders in their respective industries. Teamwork has been utilizing in such sectors as core competency resulting in a sustainable competitive advantage from years (Talib & Qureshi, 2013).

Teams are more than collections of individuals and teamwork is more than the aggregate of their individual behaviors. Moreover, one cannot simply label a group of individuals a 'team' and expect that they will perform as a team. Specially, one may conceive a team to be a 'distinguishable set of two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal/objective/mission, who have each been assigned specific roles or functions to perform, and who have a limited life-span membership' (Salas et al. 1992: 4). Characteristics that distinguish teams from small groups include the following: multiple sources of information, task interdependencies, coordination among members, common and valued goals, specialized member roles and responsibilities, task-relevant knowledge, intensive communication, and adaptive strategies to help respond to change (Dyer, 2017).

In the current changing competitive work environment, where markets, society and customers have higher expectations than in the past, workplaces demand a high level of employee flexibility, rapid innovation, and efficient implementation of new products, new ideas, new services, and new forms of work. Accordingly, innovation and efficiency are generalized requirements in the modern workplace. Organizations that acknowledge this point therefore embark on the hunt for better managerial practices and, likewise, many scholars have become increasingly interested in the question of what drives team innovation and performance (Salas 2017).

Organizations require engaged employees who are self-efficacious, proactive and show a high degree of active performance at work. Being proactive involves taking control to make things happen rather than waiting for things to happen or hoping that they happen. Making things happen involves aspiring and striving to bring about change and with a view to creating a better future.

This fact has spurred an interest in work engagement and the development of new concepts such as personal initiative. Yet as Williams et al. note, most research and theory in this area has focused on individual employees, and the concept of proactivity, or active performance has also largely been considered at the individual level. Indeed, most discussions of proactive behavior focus on self-initiated, future-focused action in which individuals aim to change some aspect of the external situation (Williams et al, 2017).

To achieve or improve active performance, it is clearly the case that individual's matter. However, in many organizational context's teamwork is equally and often more important. Furthermore, because few jobs involve working entirely on one's own, a group perspective is often demanded. In addition, working in teams can have a range of advantages. In particular, it may (a) offer opportunities for job enrichment, (b) decrease the workload of supervisors, (c) increase performance on tasks that are too complex for individuals. At its best, teamwork thus offers a way of synthesizing individuals' knowledge, skills and abilities in order to achieve exceptional creativity, innovation and productivity. observe "the optimistic rhetoric of teamwork argues that the more widespread teamwork is in an organization, the higher the level of organizational innovation". Goals are a culmination of milestones. Organizations, with their managers and employees, use milestones to track progress that puts them closer to each goal, whether it's an organizational goal, a team goal or an individual accomplishment. Defining goals for a team is challenging, particularly when the team goals may be just a fraction of what's necessary for a work group to complete a project. In this scenario, the ultimate goal is completion of a group project; every team working on the project has a specific goal or contribution to the group project (Dyer 2018).

When colleagues support one another, rather than provide constant criticism, members aren't defensive about their work. They can be more effective at collaborating to achieve the common goal of producing high-quality products and services for the business. Staffers who aren't out for themselves, but instead are focused on the success of the organization as a whole, support one another accordingly. This streamlines operations and helps everyone approach tasks in an effective manner (Mod rick 2018).

The diversity in society should be reflected in the composition of teams as much as possible. Different genders, ages, cultural backgrounds, ethnic heritages and belief systems bring diversity of ideas to the team. One team member may present an idea that wouldn't have occurred to the others because it originated from a cultural background that the others didn't experience. New or unusual ideas have a way of fostering more novel ideas as the entire team digs deeper into a wider net of possibilities. In effective workplace teams, each individual's skills, talents and strengths are used to the team's benefit. Ideally, team members choose or are assigned tasks that fall within their skill set and where they will excel. The entire group will benefit from each individual's expertise, and the group's work will have a positive impact on the business overall (Morgan et al 2019).

Creating an effective team begins with selecting the appropriate people. Good teammates work well in groups, are flexible of others' work strategies and understand how to effectively compromise. Team members should be qualified for their tasks and should have no personal or professional conflicts with other team members, which can decrease productivity, whereas a work environment where teammates are amicable toward one another has the potential for increased group productivity. For a team to be effective and increase its productivity, it must have solid project direction from its superiors. A good manager will provide detailed instruction about team projects including goals, measurements and timelines for completion. Depending on the nature of the assignment, a manager might opt to designate specific tasks to individual team members, taking into consideration the individual strengths and performance backgrounds of team members (Sales and Cannon, Bowers 2019).

The team concept also helps build morale and motivation. When interpersonal relationships flourish, employees tend to feel more loyalty to your company and are more willing to buy into the corporate values and vision that underlie your business. Utilizing teamwork in a business bolsters the weaknesses of some with the strengths of others. If one person excels at making conference calls, while another is great at typing up documents, then each can support each other with the talent that would be lacking if each were forced to work solo. Likewise, one worker is bound to have an off day where enthusiasm is lagging, so another member of the team can help encourage that worker to do a better job. The motivation team members can give each other creates greater camaraderie, leading to greater fulfillment

within relationships at work. Teamwork creates an environment in which workers are accountable for what they produce, because other team members are counting on each individual piece to make the puzzle -- or the project -- work to everyone's satisfaction. When all workers do their part, it lends them a sense of pride and belonging, as well as status among the team. An individual's accomplishment -- such as a catchy ad slogan idea -- gives that worker attention and recognition among his peers (Steiner 2019).

Teamwork allows individual workers to see how other workers do their jobs, and can be a source of education and inspiration. Less experienced workers can learn and grow from their interactions with senior-level team members. Opportunities to learn from each other's strengths can also lead to a healthy sense of competition that motivates the team to produce greater quality or quantity of product or service (Meister 2019).

Teams are viewed as an essential feature of modern management theory and practice. Teamwork is defined as a collection of a small number of individuals with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Greenberg & Baron, 2003) which may engender social interactions between team members (Hoegel and Gemuende, 2001). Three aspects of this definition are important: interactions among individuals, group effort, and interdependence. Teamwork results in individuals working jointly in a supportive environment to achieve common team goals through the sharing of knowledge and skills. Building on this conceptualization, opine that successful teamwork relies on the synergy between team members in creating an environment, where all members contribute and participate in order to promote and develop a positive effective team outcome. These authors emphasize that team members are required to be flexible enough to adjust in cooperative work settings where goals are achieved through collaboration and social interdependence (Tennant & Langford, 2006).

Work teams are the backbone of contemporary work life. Executive teams run corporations. Project teams create new products and services. Matrix teams help develop everything from pharmaceuticals to the delivery of services in consulting firms and charitable agencies. Marketing and sales teams deliver products and services to customers. High-performance work teams are essential to the way most organizations organize and carry out their

work, resulting in superior performance, which translates into a significant competitive advantage Luca and Tarricone (2019).

The use of work teams is widespread in all types of organizations throughout the world—with good reason. High-performance work teams have an advantage over the work of individuals because each member can offer new ideas, talent and viewpoints. In addition, high-performance work teams predictably execute strategy, meet goals and need little management oversight because they are empowered and responsible for their functional activity and accountable for performance. Compensation and incentives are usually tied to the achievement of team and individual goals, respectively, with a heavier emphasis on collective team performance. Because superior team performance is so highly valued, these teams do not tolerate marginal and underperforming individual contributors (Nieva et al 2020).

### **Objectives**

- To identify the relationship between teamwork and productivity.
- To identify the sources militating against teamwork in workplace
- To determine the effects of teamwork on organizational productivity.
- Determine the prevailing conditions that hinder growth to organizational productivity

# REVIEW OF LITERATURE

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## II REVIEW OF THE LITERATURE

The literature review needs to review all the significant sources on a topic, regardless of whether or not they support the claims you will eventually be working toward. In the literature review the topics are as follows;

- A. Status of employees in organizational productivity.
- B. Problems in organizational productivity.
- C. Teamwork in organizational productivity.
- D. Effects of teamwork in organizational productivity.

### **A. Status of employees in Organizational productivity.**

**Bakker (2011)** stated that a positive, highly awakened emotional state with the two features: energy, and involvement.

**Ichniowski et al. (2012)** provide a summary of the reasons why innovative workplaces may be more effective. We use their framework to address the issue of teamwork, and this forms the basis for the discussion which follows and our subsequent classification of the means by which teamworking could be effective.

**Xu et al. (2013)** stated that the divided employee engagement into four dimensions: organizational identity, work attitude, mental state, responsibility effectiveness.

**Gan and Gan's (2014)** empirical study showed that extraversion, conscientiousness affect engagement through job requirements or resources and it showed that there is a relationship between spirituality and vigor and dedication.

**Thompson and paek et al. (2015)** stated the direct and indirect impact of positive psychological capital on employee engagement. In the longitudinal study of Korean hotel employees and also found that front-line staff with high psychological capital invest more in their own work.

**Liu (2016)** stated that employee engagement of knowledge worker was composed of five dimensions: organizational identity, dedication, absorption, vigor, pleasant harmony.

**Kular S et al (2017)** in their studies they concluded that This literature review has revealed that employee engagement has been conceptualized in many different ways. There is no single agreed definition and research has shown that, however engagement is defined, it is a multi-faceted construct. The existence of various conceptualizations makes the state of knowledge around employee engagement difficult to determine.

**Al-Abdullat & Dababneh et al., (2018)** conclude that organization successes on applying job satisfaction depending on the combination of clan and adhocracy types of organizational culture and knowledge management through maintaining knowledge sharing environment and empowerment employee's innovative solutions.

**Laar, Deursen, Dijk & Haan et al., (2019)** the three were stated that they when identified that creativity, communication, collaboration, and analytical skills were presented as skills that are useful to the creative professional.

**Ndou and Passiante et al., (2019)** stated that the organization that building their strategy on adopting correlation between ICT and innovation and creativity has a major influence on employee's performance by arguing that creative economy progress measured in terms of human capital performance against implementing clear strategies that maintain information communication technology and innovation and creativity.

**Lisun and Chanchai Bunchapattanasakada et all (2019)** Employee engagement is an important concept to organizational leaders and employees alike. Factors of demographics, personality, cross-culture, and make empirical studies on the intervention measures improving employee engagement by longitudinal survey so as to better guide management practice.

**Atatsi EA (2020)** stated that the conceptualization of employee engagement is well established, with domination of the Utrecht Group construct of engagement and the corresponding definition, as it was adopted by more than threequarters of the reviewed literature. All definitions, however varying and emphasizing different aspects and dimensions of engagement, are based on Kahn's concept of personal engagement, demonstrating their belonging to the same conceptual approach. The majority of studies shared not only the same conceptual Employee engagement and performance.

**Mohand Tuffaha et al (2020)** concluded that a broad literature explained employee's performance and the factors influencing this performance. Therefore, this conceptual study contributes to enhancing understanding of factors impacting on employee performance. As shown in this research, several factors are affecting employee performance. First, organizational knowledge management which has a significant role in improving employee performance through analyzing the current skills. The third factor is the empowerment, which has a tremendous impact on an employee's performance to reshape the attitude of organization in dealing with numerous challenges and threaten in the market, especially if the organization is looking for their employees as a competitive advantage for surviving. Fourth, creative and innovative which is playing as a change-agent in promoting the manifestation of a new idea, which lead the organization to face uncertainty and complexity in a highly changing environment. The fifth factor is an organizational culture.

#### **B. Problems in organizational productivity.**

**(Wang et al., 2010)** stated that leaders play a vital role in executing the values related to organizational culture. They can increase the appeal of a job by showing support, which in turn can influence creative behavior of employees. This leader-support is an aspect of a leadership style called transformation leadership, which is shown to support creativity. It transpires when a leader is able to expand the interests of employees beyond their own self-interest, and make them aware and accepting of the goals of the group. Transformational leaders influence their employees by considering their individual preferences and the personalities, communicating a clear vision and being able to motivate employees by giving them the confidence to go beyond specified goal.

**Hosack et al. (2012)** stated that managing interactive teams as aggregations of individuals with multiple objectives in decision-making continues to beat work-in-progress.

**According to Amabile and Pratt (2016)**, organizational resources such as sufficient financing for projects, tangible materials, and infrastructure are needed for individual employees to perform creative tasks. Also, creativity and innovation should be stimulated through organizational culture. Organizational culture can be best described as the communal values and beliefs that people within an organization and also, they both stated that the organization needs a

clear directive toward innovation, shown by the actions and statements of organizational members such as founders and leaders.

**Van Laar et al (2017)** had given a systematic review of the five work behaviors require the individual to employ their problem-solving skills, for instance by testing hypothesis and to recall available knowledge. Furthermore, it requires creativity and critical thinking. These findings draw parallels to the most important skills for knowledge workers found.

**Uitdewilligen and Waller (2018)** stated that the increase the challenge to managing the well-recognized complexity in the interaction of their members. The decisions that these teams are commonly charged with most often do not have algorithmic or well-defined heuristic procedures for the evaluation of decision alternatives.

**Yases pathirana, Lakshmini jayatilake and Ruwan Abeysekara (2021)** had stated that the maintaining an effective organizational culture within the corporate group is indeed a must to enhance organizational performance and shareholder return. A concept is proposed for a qualitative study aimed to explore prominent strategies that one corporate group deploys to establish an effective organizational culture to enhance performance. Denison organizational culture model is served as the theoretical underpinning for the study. “What strategies do senior managers deploy to establish an effective organizational culture to enhance performance” is identified as the research problem of the study in order to bridge the prevailing research gap. The research problem is answered through four research questions. An exploratory single-case study design is used for the study. A purposive sample of 20 senior managers from a leading corporate group in Sri Lanka participate in semi structured face-to-face interviews. The study corporate group has 47 companies belongs to six main sectors, which is one of the largest corporate groups in Sri Lanka. The chosen participants conform the criteria of a minimum of 5 years of experience with strategies in establishing an effective organizational culture in the corporate group. The findings of this study would reveal a new model for business managers to enhance corporate performance by establishing an effective organizational culture.

**Steven D Silver (2021)** stated that the applications of technology that contribute to managing decision-making teams for their objectives benefit from an explicit account of microprocessing in the information exchange of team members. While negative evaluations are well recognized as

a key information type in this exchange, the micro-processing that underlies its exchange has not been well defined. Negative evaluations will be proposed to differ from other information types because of their dual properties as information and affect. We propose dynamics that are implied by the duality in negative evaluations we cite and report empirical studies that test abstract generalizations on the proposed dynamics.

### **C. Teamwork in organizational productivity.**

**Aichouni (2005)**, described a man as being that cannot work without assistance of other fellow men thus are not able to survive without assistance of other people. This makes teamwork crucial since it enhances mutual interactions between man and his fellow men in the organization.

**Aydin et al., (2009)** concluded that the basics of employees' relations in organization do not depict teamwork. For teamwork to thrive well among the staff members, effective communication, resolving conflicts and resolutions becomes very key across the whole organization which on the return helps improve the organization performance.

**Steiner et al., (2009)** teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share.

**Manasa et al., (2009)** teams are units that work continuously and are accountable for the production of goods and services in organizations.

**Brown et al (2010)** examined that manager discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. He further said that teams needed for the restructuring and reengineering processes of the future giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements.

**Pasadena (2010)** concluded that one of the biggest management primary challenges is to mitigate the social distance for the global team leaders. Most of the multinational organization like Coca Cola, Safaricom, Airtel, Standard & Chartered bank have embraced the culture of teamwork to enable achieve the organizational goals.

**Mbinya (2013)** argued that most of the multinational organizations have embraced the spirit of teamwork which have enable them to survive in the competitive market environment. Teamwork in not very much embraced by most of the employees in sales and marketing department hence the need for this research project.

**Cledenin (2014)** argued that by bringing people from different diverse areas with different culture will the help the organizations to improve their performance. Most multinational companies like Coca Cola are good examples where they compete in the existing business environment with other market players. Organization have discovered that embracing the spirit of team work across all the business functions eventually lead to improved performance where employees feel motivated.

**Cohen & Manion, Frobel & Marchington et al., 2015** which stated that those organizations which focus more on teams have results in increased employee performance and greater productivity. Teamwork could ensure that skills were better utilized. This might reduce the propensity to quit from job. The result of the research study clearly evidenced that there is strong and positive relationship between teamwork, esprit de corps, team trust and recognition and rewards has a significant positive effect on employee performance.

**Chin (2015) et al.,** The team leader should possess the right skills that create and uphold a very conducive working culture that is positive and helps to drive the organizational objectives. Effective team leadership play a major role in helping to motivate and inspire the team members to get where they are fully involved in working in an environment where there is a positive approach towards work. This also goes along way with high levels of commitment at every level of the organization. For the purpose and direction of the team the team leader should therefore possess the necessary skills and qualities to lead performance. The team leader should also makes sure that the other members of the team share the same focus in the organization as argued.

**Grift (2015) et al,** a self-managing team are staff who work together in teamwork and are held accountable for the expected tasks. This therefore means a self-managing team enjoys considerable discretion over how the work gets done in the organization. What therefore this means is that, key major decisions about activities are made by people who have direct

knowledge the task to be performed and who are most likely to be by the decisions made and he also gave the statement of the scope of a self-managing team's authority is dependent on the established goals by the others in the team. Effective teamwork can produce extraordinary results irrespective of either the manufacturing or service sectors. Hence, effective teamwork is about good leadership which is as a result of effective teamwork.

**Ooko et al., (2015)** people should be cheered to work together to be able to develop new ideas, products, processes, and methods through creative methods. Effective teamwork allows the organizations to clearly define straightforward roles for the team members which also necessary, for teams to know clearly what their purpose is across the organization. It also helps to define what role each team member has to play to support the organizational objectives.

#### **D. Effect of teamwork on enhancing Organizational performance**

**Judeh (2011)** stated that the aim of this study was to determine the level of employee involvement and extent of teamwork effectiveness among employees working in the Jordanian glass and ceramic industries listed in Amman Stock Exchange in Jordan. The study aimed also at examining the significant effect of employee empowerment on teamwork effectiveness. Furthermore, the study investigated the significant differences that may exist in employee involvement due to differences in age, marital status, and educational level. Data were collected from 176 participants and then analyzed using descriptive statistics, one sample t-test and independent sample t-test, linear regression, and ANOVA. Findings indicated that both employee involvement and teamwork effectiveness were at a high to moderately high-level score. Furthermore, the findings of the study revealed a significant effect of employee involvement on teamwork effectiveness. At the same time results indicated that there were no significant differences towards employee involvement due to gender or marital status, while participants significantly differed in terms of educational level. The results of this study had many implications for human resources and other practitioners and managers who must enhance the teamwork atmosphere in their organizations. As for the originality/value, employee involvement and teamwork effectiveness had previously lacked attention, especially in the Middle East countries, and this paper contributed to the body of knowledge by empirically studying the correlation between employee involvement and teamwork effectiveness.

**Rehman (2012)** stated that the performance is enhanced when persons and groups have reasonably high independence in their regular conduct and a feeling of ownership and authority over their work and idea. Another fundamental dimension of organizational culture established in the literature review about performance is the action of promoting and guaranteeing all-inclusive safety.

**Conti B and Kiener B (2016)** Gives a basic understanding of what could be done to increase teamwork to benefit an organization. In researching the significance of teamwork and the problems teams confront in the business arena, provides a better understanding of how team building fits into the future of successful businesses. By focusing on different tools and techniques, develops an insight on the approaches that can be taken to reach this important cohesion. Through corporate examples, examines the results of the variety of approaches discussed. Through these day-to-day business events, provides a visual perception of the important contribution that increased teamwork can provide. Contends that, as we move through the present business climate, efficient and effective teamwork is the recommended approach to achieve and maintain a successful business.

**Anneke va Dijk- de Vries, Inge G.P. Duimel - Preeter, Muris , wesseling , Beusman and Vrijhoef (2018)** they stated that teamwork between healthcare providers is conditional for the delivery of integrated care. This study aimed to assess the usefulness of the conceptual framework Integrated Team Effectiveness Model for developing and testing of the Integrated Team Effectiveness Instrument. Theory and methods: Focus groups with healthcare providers in an integrated care setting for people with chronic obstructive pulmonary disease (COPD) were conducted to examine the recognizability of the conceptual framework and to explore critical success factors for collaborative COPD practice out of this framework.

**Senthil kumar & Aishwarya (2017) et al.,** in their studies was conducted to know the impact of teamwork on organizational productivity. It deals with relationship between employee performance and factors such as reward and recognition, teamwork, team trust, esprit de corps with employees to attain the profit and organizational objective. In every organisation team work is very essential factor. Teamwork helps to maintain good relationship and coordination among employees to attain profit and organizational objective. Compared to other related studies it shows that the employees have good relationship with their superior, the employees are provided

with good working conditions which affect the level of teamwork among employees. Hypothesis one states that teamwork has positive effect on employee performance and was found significant in this study. Hypothesis two states that employee rewards & recognition has significant positive effect on employee performance and found to be significant in this study.

**Hogas Brhane and Zewdie (2018)** stated that it is a well-known fact that team work is the foundation for enhancing the overall performance of an organization. Currently, organizations worldwide are striving to improve the effectiveness of their teams so as to compete globally. This study tries to examine the effects of teamwork on organizational performance. Several measures of team performance were analyzed including team effectiveness, team members' commitment and team-based organization structure. Besides, the study focuses on the role of team work on improving organizational effectiveness. After re-visiting extensive review of literature, the study has been found that the effects of teamwork on organizational performance were not well examined in-depth manner.

# **METHODOLOGY**

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### **III METHODOLOGY**

The methodology for the present study entitled “**The Impact of Teamwork on Organizational Productivity in Ventura Tooling- Hosur of Krishnagiri District**” are presented under the following:

- A.** Selection of the area
- B.** Selection of the sample
- C.** Selection of the methods and tools
- D.** Ethical approval
- E.** Selection of the variables
- F.** Collection of data
- G.** Analysis and interpretation of the data and
- H.** Types of Scale

#### **A. Selection of the area:**

The area selected for the study is about the impact teamwork on organizational productivity in Ventura Tooling- Hosur of Krishnagiri district, Tamil Nadu. The tooling company is located in Hosur, in that area there have a plenty of factories and industries have located and the factories are playing a vital role in teamwork.

#### **B. Selection of the sample:**

There are totally 70 employees are working in the company currently. Fifty sample size (42 males and 8 females of an employee) was drawn from Ventura Tooling of Krishnagiri district. Simple random sampling techniques were used to select the sample for study.

#### **C. Selection of the methods and tools:**

Structured interview Schedule method was used to carry out the research. Primary data were collected from 50 employees and through well-structured in interview schedule enclosed in Annexure I.

#### **D. Ethical approval:**

The study was approved by the Institutional Human Ethics Committee, Avinashilingam Institute for Home Science and Higher Education for Women. The Approval Number is AUW/IHEC/RM -21-22/XPD-03 enclosed in (Annexure II).

### **E. Selection of the variables:**

Variables are qualities, properties or characteristics of person's things or situation that change or vary.

#### **Variables:**

There are two types of variables namely independent and dependent variables. The independent and dependent variables were identified, based on the data collected from the respondents.

#### **i) Independent Variables**

The Independent Variables are listed in Table I

**TABLE I  
INDEPENDENT VARIABLES**

<b>S. No:</b>	<b>Independent Variables:</b>	<b>Scales:</b>
1.	Age	Chronological age of the respondents.
2.	Sex	The respondents were grouped as both (male and female).
3.	Education	Educational qualification of the respondents.
4.	Religion	Religion of the respondents.
5.	Occupation	Occupation of both the respondents.
6.	Monthly Income	Actual source of income of the respondents.
7.	Type of Family	Joint family or nuclear family.

#### **Measurements of independent variables:**

The independent variables such as Age, Sex, Educational Qualification, Occupation, Monthly Income and Type of Family were measured with the actual information of the respondents.

## ii) Dependent Variables

The Dependent Variables are listed in Table II

**TABLE II**  
**DEPENDENT VARIABLES**

<b>S. No:</b>	<b>Dependent Variables</b>	<b>Scales</b>
1.	The impact of teamwork on organizational productivity.	Liquor Five-point Scale were used for the study
2.	Efforts taken by the team workers in the organisation.	Liquor Five-point Scale were used for the study
3.	The motivation to the employees towards the company.	Liquor Five-point Scale were used for the study

### **Measurements of dependent variables:**

The dependent variables such as teamwork stress level, teamwork adjustment and concern level were measured with the difficulties to work with team members and the extreme source of income are categorized were measured with the Liquor Five-point Scale.

### **F. Collection of data:**

Primary data is one which is collected by the investigator herself for the purpose of a specific study with the help from the Ventura Tooling and some part of Hosur in Krishnagiri district, the researcher approach the employees in the organization. The researcher interviewed fifty employees in the organization by face-to-face conversation.

### **G. Analysis and interpretation of the data:**

The collected data were subjected to simple statistical analysis as described below.

### **H. Simple statistical analysis:**

The data collected were codified, classified, tabulated and analyzed. The simple statistical tools using statistical packages for social science (SPSS), version 16.0 wherever needed were employed to analysis the appropriate data.

- a. Frequency and Percentage analysis.
- b. Pearson correlation coefficient.

The findings from analysis of data were suitably interpreted and accordingly the conclusions were drawn. Each of the above tools briefly described below.

**a) Frequency and Percentage analysis:**

Frequency and percentage analysis were employed to know the distribution pattern of the respondents in respect to different variables like age, education etc.

**b) Correlation Analysis:**

It was done to test the existence of relationship between two variables and the formula employed to calculate the correlation co-efficient is given below:

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

Where; r = co-efficient of correlation between variable Xi and Yi

$\sum Xi$  = sum of the scores on first variable

$\sum Yi$  = sum of the scores on second variable

$\sum Xi^2$  = the sum of the squares of the first variable

$\sum Yi^2$  = the sum of the squares of the second variable

$\sum Xi Yi$  = the sum of product of scores of two variables

N = number of observations for each variation

The data after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of development of research plan. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data groups (Kothari, 2011).

The data thus collected were coded, tabulated and analyzed using the statistical tools discussed below and findings emerged from the analysis of the data were suitably discussed and interpreted and necessary conclusions and inference as were drawn in the following chapter.

# **RESULTS AND DISCUSSION**

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## IV RESULTS AND DISCUSSION

The results of the study on “**The Impact of Teamwork on Organizational Productivity in Ventura Tooling – Hosur in Krishnagiri District**” are presented and discussed under the following heads:

### **A. Analysis of data related to the answers of team members and team leaders in the organization:**

- A. Socio demographic Profile of the Respondents.
- B. The Role of team workers in organizational productivity.
- C. Things to be needed for organizational productivity.
- D. Labour welfare source in the organization.
- E. Job satisfaction of the employee in the organization.
- F. Problems faced by the employees in the organization.
- G. The effective teamwork and organizational productivity.
- H. The opinion of the respondents to the betterment of teamwork on organizational productivity.
- I. The impact of poor leadership on organizational productivity.

### **A. Socio Economic Profile of the Respondents**

The Socio - economic profile of the respondents is presented in Table III.

**TABLE III**

#### **SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS**

<b>Aspects</b>	<b>Percentage of the Respondents (N:50)</b>
<b>Age (in years)</b>	
18-25	23
25-35	67

35-45	10
<b>Gender</b>	
Male	84
Female	16
<b>Educational qualification</b>	
Primary Education	2
High School	2
Higher Secondary	8
Graduate	42
Diploma	46
<b>Monthly income (In Rs)</b>	
5,000-10,000	10
15,000-20,000	54
20,000 & above	36
<b>Type of family</b>	
Joint family	38
Nuclear family	62
<b>Position in the organization</b>	
Senior staff	25
Middle staff	33
Junior staff	35
<b>Roles played in their team</b>	
Team leader	8
Team member	71
<b>Working Experience in Years</b>	
Below 5 years	31

5-10 years	60
Above 10 years	8
<b>Advantages of the teamwork</b>	
Support each other	33
Reduce stress by sharing work	44
Quality decision making	23

### Gender of the Respondents

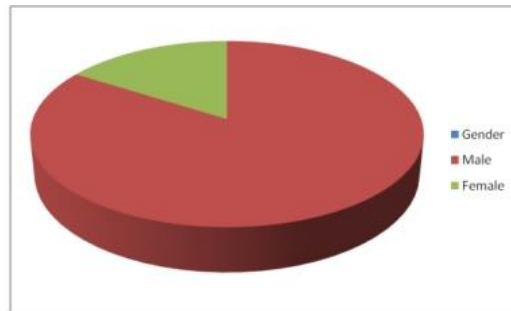


Figure 1

### Age of the respondents

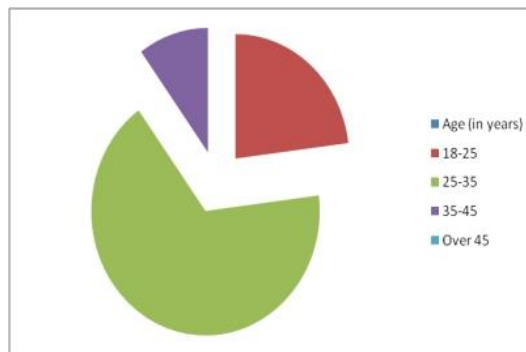


Figure 2

### Monthly income of the respondent

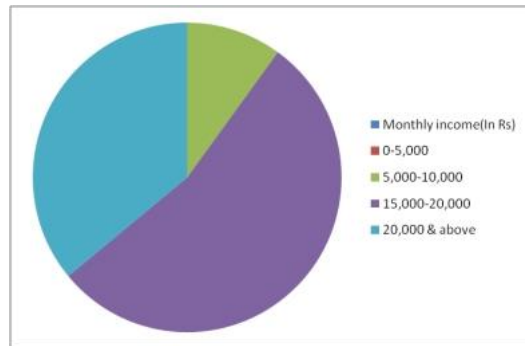


Figure 3

### Educational qualification of the respondent

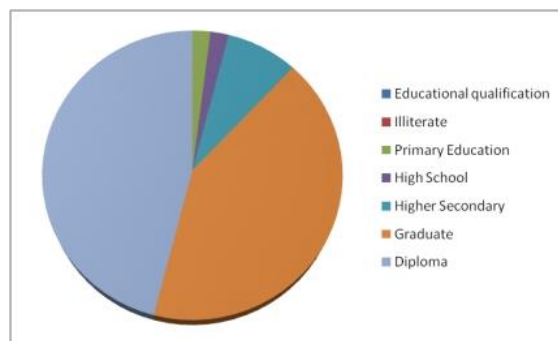


Figure 4

### Family types of the respondents

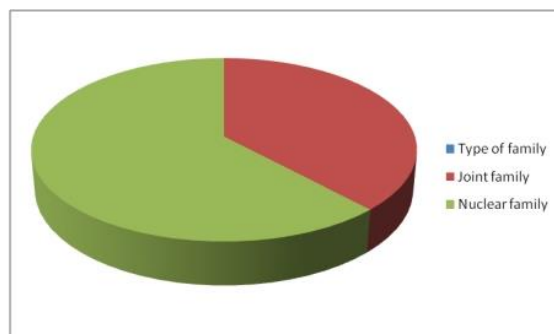


Figure 5

## **Gender**

Table III revealed that the majority of the genders of respondents in the organization were male with 84 percent and the remaining 16 percent were female because there is a smaller number of female employees in the organization and there were seventy employees are working in the organization.

## **Age**

Regarding the age wise distribution 68% of the respondents were comes under the age group of 25-35 years, whereas 10% were comes under 35-45 years of age and the remaining 23% were fall under the age of 18-25 and there is no respondents from the age group above 45. Because the company is special for layout so company select the employees within the age group of within 45 years old.

## **Educational qualification**

A majority of 41 per cent of the respondents had education up to Graduate level, 8 per cent of the respondents had finished their higher secondary school level, middle and high school were completed by 4 percent of the respondents and 46 percent of the respondents were completed diploma. The majority of the employees completed diploma and engineering.

## **Income**

Around 5 respondents 10 per cent were earning income between Rs.5,000-10,000/- per month, whereas 54 per cent of them were earning in the range between 10,000-15,000 rupees, while 35 percent were earning above 20,000 rupees.

## **Type of family**

Over the 33 respondent's majority of the respondents (66 per cent) were belonged to the nuclear family and the other 34 per cent were belonged to the joint family.

## Staffs position in the organization

Staffs position in the organization are discussed in Table IV

**TABLE IV**

**STAFFS POSITION IN THE ORGANIZATION**

<b>Staffs position</b>	<b>Percentage of the Respondents (N:50)</b>
Senior staffs	25
Middle staffs	33
Junior staffs	35
Non mechanical	6

From the above table IV, the majority of the respondents are working as a junior and middle staff in the organization which is 35 percent and 33 percent whereas, 25 percentage are working as senior staff in the organization and the other non- mechanical field staffs are 6 percentage.

In that 71 percentage of the staffs are working as Team members and the other 28 percentage of the members which is 15 in the organization are working as a Team member in the organization.

From the above table shows that there are four level of staffs working in the organization, there are senior level, middle level, junior and non-mechanical staffs in the organization. The board directors also involves in the project work to direct in the organization.

## B. The role of team members in organizational productivity

Table V shows that the respondents of the role of team members in organizational productivity.

**TABLE V**

### **THE ROLE OF TEAM MEMBERS IN ORGANIZATIONAL PRODUCTIVITY**

Aspects	Percentage of the Respondents (N:50)				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Team members clearly understand their roles.	42	35	19	2	2
Team members solving result in effective solution.	44	44	10	1	1
Team members take personal responsibilities for the effective of team.	35	44	19	2	-
Team members are effective listeners.	29	54	15	2	-
Take initiative to resolve the problems.	29	44	21	3	3
Team members go beyond and do not hesitate to resolve the problems.	21	52	13	13	2
Team members display high level of	21	60	10	8	-

cooperation and mutual support.					
Group meeting are very productive.	33	52	8	6	-

From the above table V, the respondent's had respondents are strongly agree to the team members are clearly understand their roles in the organization is 41 percent which is by 21 members in the organization, 35 had agree which is by 18 members and 4 percent were disagree to the opinion.

From the above table, the opinion of the respondents to team members solving results in effective solution are 44 percent were strongly agreed, 44 percent were agreed which is by 22 members in the organization.

The majority of the respondents were agreed to the team members take personal responsibilities for the effect of a team is 44 percent which is by 22 members in the organization and 35 percent which is 18 members are strongly agree.

The majority of the respondents were agreed to the point of the team members are effective listeners is 54 percent which is by 27 members in the organization.

From the above table among 50 respondent's 60 percent which is 30 members in the organization had agree to the point of the team members displays high level of cooperation and mutual support and 21 percent had strongly agree to the point which is by 10 members in the organization.

25 percent had agreed to the point of team members help one another in the case of dealing with any problem resolving with team. And 52 percent had agreed to the point of group meeting are very productive, 33 percent had strongly agreed which is by 17 members in the organization.

## Advantages of teamwork

Table VI shows that the Advantages of teamwork

**TABLE VI**

### ADVANTAGES OF TEAMWORK

<b>Advantages</b>	<b>Percentage of the Respondents (N:50)</b>
Support each other	33
Reduce stress by sharing work.	44
Quality decision making.	23

From the above table VI, it is observed that, advantage of working in a team is to reduce stress by sharing the work is 44 percent which is 17 members and support each other is 33 percent which is 12 members and the quality decision making is 23 percent which is 12 persons had respondent in the organization.

## THE COMPETITORS ARE EXTREME SOURCE OF INCOME

The competitors are extreme source of income are explained in Table VII

**TABLE VII**

### THE COMPETITORS ARE EXTREME SOURCE OF INCOME

<b>Competitors are extreme source of learning.</b>	<b>Percentage of the Respondents (N:50)</b>
Always	75
Not at all	-
Some Times	25

From the above table VII, yet the competitors are extreme source of learning is agreed majority of the respondents is 75 percent which is 38 members and the 25 percent had responded to sometimes which is by 12 members in the organization.

**TAKING CREDITS TO OTHERS CONTRIBUTION**

Taking credits to others contribution are given in Table VIII

**TABLE VIII**

**TAKING CREDITS TO OTHERS CONTRIBUTION**

<b>Taking credits to another contribution</b>	<b>Percentage of the Respondents (N:50)</b>
Anger	52
Disappointment	23
Raise complaint	4
Fight with them	21

From the above table VIII, the respondents had got disappoint with the team members if the team members taking credit to their contribution is 52 percent which is 26 members in the organization.

Some of them have responded to raise complaint in the organization which is 23 percent and some of the members had responded to the option of anger is 4 percent which is by 2 members

21 percent of the respondents they will fight with the concerned persons which is by 11 members in the organization.

Because taking credits to another work could not be tolerate by the actual person of the organization. So, they feel low or got anger and sometimes they might fight with the concern person about the problems.

**C. Things to be needed for organizational productivity.**

The response to the things to be needed for organizational productivity are discussed in Table IX.

**TABLE IX**

**THINGS TO BE NEEDED FOR ORGANIZATIONAL PRODUCTIVITY**

Aspects	Percentage of the Respondents (N:50)				
	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
All members are aware of the goal of the organization.	27	60	6	6	-
Teamwork encourages employees to broader their skills and knowledge.	34	53	6	6	-
Manager recognize and reward employees who are working in the team.	29	58	4	4	4
Working with team increase efficiency of an employee.	40	40	15	5	-
All members have an equal opportunity.	33	38	21	8	-
Work pressure evenly distributed among	21	46	19	6	8

team members.					
Trust exist among team members.	30	45	18	6	8
Trust among employees themselves is weak.	26	48	11	15	-

From the above table IX, the majority of the respondents in the organization had respond and agreed to the point of all the team members are aware of the goal of the organization and 27 percent had strongly agreed which is by 14 members in the organization.

Among 50 members 53 percent which is by 27 members were agree to the point of the teamwork encourages employee to broader their skills.

From the above table, the majority of the respondent have agreed to the point of the managers recognize and reward employees is 58 percent which is by 29 members in the organization.

The majority of the members in the organization had strongly agreed and agreed by the members in the organization is 40 percent which is by 40 members in the organization.

Many of the respondents had strongly disagreed that all members of the organization get an equal opportunity in the organization.

Among 50 respondents had agreed that the trust existence and trust exist among employees themselves is weak because the trust existence may cause the difficulties to do their work in the organization.

#### D. The Labour Welfare Facilities available in the organization

The Labour Welfare source in the organization are given in the Table X

**TABLE X**  
**AVAILABILITY OF THE LABOUR WELFARE FACILITIES IN THE ORGANIZATION**

Aspects	Percentage of the Respondents (N:50)				
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
The physical safety conditions of the work place.	60	27	6	6	-
Relationship with co-workers.	38	33	21	28	-
The health insurance benefits of the employee.	40	31	28	21	-
EPF	26	48	11	7	8
Follow the Government norms in working hours	45	30	18	6	8

From the above table X, the aspects of the physical condition of the work place had 60 percent of the respondents were highly satisfied by the organization and the relation with the co- worker,

the 38 percent of the respondents were highly satisfied with the opinion. The respondent's opinion about the health insurance benefits of the employee were 40 percent of the employee were highly satisfied with the organization, and EPF of the organization of 48 percent of the employee were satisfied and the amount of work that is required for the employee, 45 percent were highly satisfied with the opinion of the organization following the government rules and norms of the working hours.

**E. The Level of Job satisfaction of the employee**

Table XI shows that the Level of Job satisfaction of the employee

**TABLE XI**  
**THE LEVEL OF JOB SATISFACTION OF THE EMPLOYEE**

Aspects	Percentage of the Respondents (N:50)				
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
The management of the organization is very supportive.	30	45	18	6	8
The organization rules make it easy for you to do a good job.	30	30	20	20	-
Satisfaction with the chance of promotion.	21	33	38	28	-
The work assignments clearly explained to you.	53	34	6	6	-

The work is evaluated based on fair system of performance standard.	60	27	6	6	-
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From the above table XI, the aspects of job satisfaction of the employees about the organization, 45 percent of the employee were agreed to the opinion of the management of the organization is very supportive for the employees and 38 percent of the employees were agreed to the opinion of the rules in the organization make it very easy to do their job role.

From the above table, 38 percent were neutral to the opinion of satisfaction of the chance of promotion, 53 percent were agreed that the work assignment clearly explained to the employee. 60 percent were strongly agreed that the work is evaluated based on fair system of performance standard.

#### A. Problems faced by the employees in the organization

Problems faced by the employees in the organization are given in Table XII.

**TABLE XII**

#### **PROBLEMS FACED BY THE EMPLOYEES IN THE ORGANIZATION**

Aspects	Percentage of the Respondents (N:50)				
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Lower value of demand	29	56	8	8	3
The customers are highly fluctuating/ varying.	48	23	4	4	-

Frequent design change.	46	23	17	2	2
Decrease in order from clients.	54	25	13	5	3
Insufficient production facility due to lack of facility.	25	40	6	3	3

From the above table XII, the aspects of problems faced by the employees in the organization are 56 percent were agreed that lower value of demand in the organization makes the productivity low so the employees are affected by the organization, 48 percent were are agreed to the opinion of the highly customers fluctuation make the low productivity in the organization. 46 percent were agreed that frequent design change make the employee unsatisfied with the job and 46 percent were agreed that insufficient production facility makes the employees low productivity and less job satisfaction.

### **G. The effective teamwork and organizational productivity**

The respondents about the effective teamwork and organizational productivity are given in table XIII.

**TABLE XIII**

### **THE EFFECTIVE TEAMWORK AND ORGANIZATIONAL PRODUCTIVITY**

Aspects	Percentage of the Respondents (N:50)				
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Team members are prepared to engage around ideas.	25	46	23	3	3

Team members are prepared to check among themselves to assure progress and overcome obstacles in progress.	29	56	8	3	3
The vision and mission of the team are accepted by all the team members.	33	46	17	2	2
Effective teamwork is facilitated by clear and open mind.	33	56	6	2	2
Effective teamwork is developed through shared and experienced knowledge.	33	48	10	4	4
Management actively seek innovative ideas.	54	25	13	4	4

From the above table XIII, the majority of the respondent are agreed that the team members are prepared to engage in debate around ideas is 46% which is 23 members in the organization,25% had strongly agreed that team members are prepared to engage in debates.

Among 50 respondents,56% had agreed that team members are check among themselves to assure progress and overcome obstacles. In the point of vision and mission of the team are accept by all team members where 46 percent were agreed.

Among 50 respondents, 47 agree that effective teamwork is develop through shared and experienced knowledge. 54 percent have strongly agreed that management actively seeks innovative ideas, 25 percent were agreed which is 13 members in the organization.

## H. The impact of poor leadership affects organizational productivity

The respondents about the impact of poor leadership affects organizational productivity are given in Table XIV.

**TABLE XIV**

### **THE IMPACT OF POOR LEADERSHIP AFFECTS ORGANIZATIONAL PRODUCTIVITY**

Aspects	Percentage of the Respondents (N:50)				
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Lack of proper communication affects teamwork.	35	46	10	6	3
Lack of training for the employee in teamwork affects productivity.	48	38	10	2	2
Poor style of leadership impact teamwork in organizational productivity.	46	33	15	3	3
Lack of desire for effective management impact on team productivity.	50	44	4	3	3
Conflicts in various region of team affects organizational productivity.	38	44	10	4	5

From the above table XIV, among 50 members in the organization had strongly agreed that the lack of poor leadership affect the teamwork because the leadership should encourage the employees in the organization to work towards the goal and it would increase the productivity.

Lack of training to the employees could not help the organization to achieve towards the goal of the organization, so 48 percent of the employees in the organization are strongly agreed that lack of training affects the productivity. And it also impact that lack of communication might affects the organizational productivity, 46 percent of the employee had agreed that lack of communication affects the productivity.

Among 50 respondents, Lack of desire among the management might impact the teamwork productivity was 50 percent where strongly agreed to the opinion and the conflicts in various region affects organizational productivity and it was agreed by the employees in organization is about 44 percent.

**B. Opinion of the respondents to the betterment of teamwork on organizational productivity**

**TABLE XV  
OPINION OF THE RESPONDENTS TO THE BETTERMENT OF TEAMWORK  
ON ORGANIZATIONAL PRODUCTIVITY**

<b>Aspects</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Employee performance is the result of motivation to the employee	44	38	10	5	4
Employee performance helps organization to be more productive	54	25	13	8	-
The goal of employee	46	35	9	5	5

performance include employee development and organization improvement.					
Employee performance helps both personal development and organizational goal.	47	43	1	7	2
Employees who are satisfied with their jobs are more productive than others.	33	46	15	6	-

From the above table XV, the aspects of the opinion of the respondents about the betterment of teamwork on organizational productivity, 44 percent of the employees had strongly agreed that the employee performance is the result of motivation to the employees in the organization. 54 percent of the employees had strongly agreed that the employees performance helps the organization to be more productive, 46 percent have strongly agreed that the goal of employee performance include employee development and organization improvement, 47

percent had strongly agreed that the employee performance helps both personal development and organizational goal and 46 percent had agreed that Employees who are satisfied with their jobs are more productive than others and these are opinion to the betterment of teamwork in the organizational productivity of the employee.

**Correlation Between the Selected Demographic Variables Vs Level Of the impact poor leadership affects organizational productivity.**

Aspects	p value							
	Age (In Yrs)	Sex	Religion	Community	Family type	Education	Occupation	Income
Lack of communication affects productivity.	.801*	.301	.584	.977**	.034	.977**	.287	.834*
	.036	.149	.079	.004	.301	.004	.157	.030
Lack of training for the employee in teamwork affects productivity	.747*	.001	.806	.563	.662	.372	.014	.005
	.047	.453	.036	.084	.063	.129	.345	.390
Poor style of leadership affects productivity.	.584	.013	.584	.574	.615	.659	.042	.021
	.079	.348	.079	.081	.073	.064	.289	.325
Lack of desire impact productivity.	.524	.088	.032	.764*	.778*	.011	.211	.155
	.092	.244	.303	.044	.041	.358	.180	.204
Conflicts in various region affects productivity.	.026	.237	.554	.095	.108	.088	.024	.020
	.314	.170	.086	.239	.230	.244	.318	.328

**\*\* significant at 1% level    \* significant at 5% level**

There is a significant relationship between the age and the teamwork and its productivity, impact of poor leadership impact the productivity at five per cent level. There is a significant relationship between the sex and the level of the teamwork and its productivity at one per cent level, poor style of leadership impact in the organizational productivity in balancing responsibilities at 5 per cent level.

The teamwork and its productivity and the poor style of leadership impact on the organizational productivity at 5 per cent level. There is a significant relationship the teamwork and its productivity and the impact of poor leadership on the organizational productivity are at the same significant level. Type of family had significant relationship between consequences to the impact of teamwork on organizational productivity, depression and difficulty in balancing responsibilities at 5 per cent level.

There is a significant relationship between occupation and the impact of poor leadership impacts at the at 5 per cent level. Income of the respondents had relationship between the organizational productivity and lack of training affects the organizational productivity.

# **SUMMARY AND CONCLUSION**

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## V SUMMARY AND CONCLUSION

Teamwork is a critical component of team performance and requires an explanation of how a team behaves and it has the ability to enable the members of the team to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. However, the benefits of teamwork for the employees are often more abstract and difficult to distinguish that may hamper organizational productivity.

### **Objectives of the study**

- a) To assess the socio-economic background of the respondents
- b) The role of team members in the organization
- c) Problems faced by the team members in the organization
- d) The effective teamwork and organizational productivity
- e) The impact of poor leadership on organizational productivity

### **A. Selected area of the study**

- The area selected for the study was Ventura Tooling- Hosur, Krishnagiri district, Tamil Nadu. A sample of 50 employees in the organization of both males and females selected for the study. The questionnaire was followed to elicit the information from the selected employee.

### **B. Socio- demographic profile of the respondents**

- Gender is the state of being male or female in relation to the social and cultural roles that are considered appropriate for men and women. Among the selected respondent's majority of 84 percent were male and the 16 percent were female.
- Regarding the age wise distribution 68 percent of the respondents were comes under the age group of 25-35 years, whereas 10 percent were coming under the age group of 35-45. Because the organization is the tooling company so the selected employees were in the age group within 45 years of age.

- A majority of 41 per cent of the respondents had education is graduation, 8 per cent of the respondents had finished their higher secondary school level, middle and high school were completed by 4 percent of the respondents and 46 percent of the respondents were completed diploma. The majority of the employees completed diploma and engineering.
- Around 5 respondents 10 per cent were earning income between Rs.5,000-10,000/- per month, whereas 54 per cent of them were earning in the range between 10,000-15,000 rupees, while 35 percent were earning above 20,000 rupees.
- Over the 33 respondent's majority of the respondents (66 per cent) were belonged to the nuclear family and the other 34 per cent were belonged to the joint family.
- The majority of the respondents are working as a junior and middle staff in the organization which is 35 percent and 33 percent whereas, 25 percentage are working as senior staff in the organization and the other non- mechanical field staffs are 6 percentage. In that 71 percentage of the staffs are working as Team members and the other 28 percentage of the members which is 15 in the organization are working as a Team member in the organization.

### **C. The role of team members in the organizational productivity**

- The respondents had respondents are strongly agree to the team members are clearly understand their roles in the organization is 41 percent which is by 21 members in the organization, 35 had agree which is by 18 members and 4 percent were disagree to the opinion.
- The opinion of the respondents to team members solving results in effective solution are 44 percent were strongly agreed, 44 percent were agreed which is by 22 members in the organization. The majority of the respondents were agreed to the team members take personal responsibilities for the effect of a team is 44 percent which is by 22 members in the organization and 35 percent which is 18 members are strongly agree. The majority of the respondents were agreed to the point of the team members are effective listeners is 54 percent which is by 27 members in the organization.
- Among 50 respondents 60 percent which is 30 members in the organization had agree to the point of the team members displays high level of cooperation and mutual support and 21 percent had strongly agree to the point which is by 10 members in the organization. 25

percent had agreed to the point of team members help one another in the case of dealing with any problem resolving with team. And 52 percent had agreed to the point of group meeting are very productive, 33 percent had strongly agreed which is by 17 members in the organization.

- It is observed that, advantage of working in a team is to reduce stress by sharing the work is 44 percent which is 17 members and support each other is 33 percent which is 21 members and the quality decision making is 23 percent which is 12 persons had respondent in the organization.

#### **D. Things to be needed in the for the organizational productivity**

- The majority of the respondents in the organization had respond and agreed to the point of all the team members are aware of the goal of the organization and 27 percent had strongly agreed which is by 14 members in the organization. Among 50 members 53 percent which is by 27 members were agree to the point of the teamwork encourages employee to broader their skills.
- The majority of the respondent have agreed to the point of the managers recognize and reward employees is 58 percent which is by 29 members in the organization. The majority of the members in the organization had strongly agreed and agreed by the members in the organization is 40 percent which is by 40 members in the organization. Many of the respondents had strongly disagreed that all members of the organization get an equal opportunity in the organization.
- Among 50 respondents had agreed that the trust existence and trust exist among employees themselves is weak because the trust existence may cause the difficulties to do their work in the organization.

#### **E. Effective teamwork and organizational productivity**

- From the above discussion, the majority of the respondent are agreed that the team members are prepared to engage in debate around ideas is 46% which is 23 members in

the organization, 25% had strongly agreed that team members are prepared to engage in debates.

- Among 50 respondents, 56% had agreed that team members check among themselves to assure progress and overcome obstacles. In the point of vision and mission of the team are accepted by all team members where 46 percent were agreed.
- Among 50 respondents, 47 agree that effective teamwork is developed through shared and experienced knowledge. 54 percent have strongly agreed that management actively seeks innovative ideas, 25 percent were agreed which is 13 members in the organization.

#### **F. Labour welfare source in the organization**

- The aspects of the physical condition of the work place had 60 percent of the respondents were highly satisfied by the organization and the relation with the co-worker, the 38 percent of the respondents were highly satisfied with the opinion.
- The respondent's opinion about the health insurance benefits of the employee were 40 percent of the employee were highly satisfied with the organization, earn the organization of 48 percent of the employee were satisfied and the amount of EPF that is required for the employee, 45 percent were highly satisfied the working hours norms followed in the organization.

#### **G. Problems faced by the employees in the organization**

- The aspects of problems faced by the employees in the organization are 56 percent were agreed that lower value of demand in the organization makes the productivity low so the employees are affected by the organization, 48 percent were agreed to the opinion of the highly customers fluctuation make the low productivity in the organization. 46 percent were agreed that frequent design change make the employee unsatisfied with the job and 46 percent were agreed that insufficient production facility makes the employees low productivity and less job satisfaction.

## **H. The impact of teamwork in the organizational productivity**

- Among 50 members in the organization had strongly agreed that the lack of poor leadership affect the teamwork because the leadership should encourage the employees in the organization to work towards the goal and it would increase the productivity. Lack of training to the employees could not help the organization to achieve towards the goal of the organization, so 48 percent of the employees in the organization are strongly agreed that lack of training affects the productivity. And it also impact that lack of communication might affects the organizational productivity, 46 percent of the employee had agreed that lack of communication affects the productivity.
- Among 50 respondents, Lack of desire among the management might impact the teamwork productivity was 50 percent where strongly agreed to the opinion and the conflicts in various region affects organizational productivity and it was agreed by the employees in organization is about 44 percent.

## **I. The opinion about the betterment of teamwork on organizational productivity**

- The aspects of the opinion of the respondents about the betterment of teamwork on organizational productivity, 44 percent of the employees had strongly agreed that the employee performance is the result of motivation to the employees in the organization.
- 54 percent of the employees had strongly agreed that the employee's performance helps the organization to be more productive, 46 percent have strongly agreed that the goal of employee performance include employee development and organization improvement.
- Among 50 employees, 47 percent had strongly agreed that the employee performance helps both personal development and organizational goal and 46 percent had agreed that Employees who are satisfied with their jobs are more productive than others and these are opinion to the betterment of teamwork in the organizational productivity of the employee.

## **Conclusion**

The teamwork, team trust, training and development, working environment affect organizational productivity. Of these factors, working environment is the most important factor. Employees are more satisfied with better working environment though they also take into consideration teamwork, team trust, training and development.

Teamwork helps to maintain good relationship and coordination among employees to attain profit and organizational objective. Compared to other related studies it shows that the employees have good relationship with their superior, the employees are provided with good working conditions which affect the level of teamwork among employees.

## **Suggestion**

- Workload sharing is one of the ways teamwork increases work productivity. If one team member has less work than another, teamwork can help balance that out.
- Work can not only be completed faster with more than one person, but with greater creativity and workable solutions. Two or more people can brainstorm and run ideas by each other until problems are resolved. On the other hand, one person working alone has no sounding board and could become burned out.
- Another way teamwork increases work productivity is through co-worker support. Many businesses experience ups and down due to business changes, turnover, or other challenges.
- It is during these times that co-worker support can become the glue that holds a business together. A strong team can even mean the difference between a business closing or continuing to operate.
- Team members can offer each other guidance as well as advice and ideas. This can alleviate stress and improve work performance.

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## ANNEXURE I

**Interview schedule to elicit the information on The Impact of Teamwork on Organisational Productivity in Ventura tooling- Hosur in Krishnagiri District.**

1. Name:
2. Address:
3. Phone/Mobile No:
4. Email id:
5. Gender:

- Male
- Female

**Socio-demographic profile:**

6. Age
  - 18-25
  - 25-35
  - 35-45
  - Over 45
7. Level of Education
  - Illiterate
  - Primary school
  - Middle school
  - High school
  - Higher Secondary
  - University
  - Diploma
8. Marital status
  - Single
  - Married
  - Prefer not to answer
9. Type of family
  - Joint
  - Nuclear

10. Area of residence

- Urban
- Rural

11. Monthly income

- Rs.0-4999
- Rs.5000-9999
- Rs.10000-19999
- Rs.20000& above

12. What is your position in the organization?

- Senior staff
- Middle staff
- Junior staff
- Other \_\_\_\_\_

13. What roles you have played in your team?

- Team leader
- Team member
- Other

14. How long have you been in this organization?

- Below 5 years
- 5-10 years
- Above 10 years

15. What are the advantages of teamwork?

- Support each one another
- Reduce stress by sharing work/ tasks
- Quality decision making
- Other \_\_\_\_\_

16. Have you ever found difficulties to work with a manager rather than team member?

- Yes
- No
- Sometimes

17. Do you think the competitors are an extremely important source for learning new methods in organizational productivity?

- Yes
- No

- Sometimes.

18. Do you think in any important decision managers seek information or advice from the board of directors or owners?

- Yes
- No

19. What would you do if your team member taking credit to your contribution?

- Angry
- Disappointment
- Raise complaint
- Other \_\_\_\_\_

20. Do you think working with the team increase your efficiency?

- Yes
- No
- Sometimes

**To identify the relationship between teamwork and productivity**

<b>Variables</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Team members clearly understand their roles					
Team problems solving results in effective solutions					
Team members take personal responsibilities for the effectiveness of the team					
Team members are effective listeners.					
Team members take initiative to resolve issues between themselves without involving the team leader.					
Team members frequently go beyond what is required and do not hesitate to take initiative.					
Team members display high level of cooperation and mutual support.					

Team members help one another deal with problems are resolved.					
Group meetings are very productive					

**To investigate benefits of the motivation to the workforce**

<b>Variables</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly agree</b>
All members of the organization are aware of the goals of the organization.					
Teamwork encourages employees to broader their skills and knowledge					
Managers recognize and rewards employees who are working in team.					
Working with team increase efficiency of an employee					
All members have an equal opportunity					
Work pressure evenly distributed among team members					
Trust exist among team members					
Trust among employees themselves is weak.					

**To determine the effect of teamwork on organizational productivity**

<b>Variables</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly agree</b>
Team members are prepared to engage in debate around ideas.					
Team members are prepared to check among themselves to assure progress and overcome obstacles to progress.					
The vision and mission of the team are					

accepted by all the team members.					
Effective teamwork is facilitated by clear and open mind.					
Effective teamwork is developed through shared and experience knowledge.					
Management actively seeks innovative ideas.					

**Labour welfare followed in the organization**

<b>Aspects</b>	<b>Highly Satisfied</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Highly Dissatisfied</b>
The physical safety conditions of the work place.					
Your relation with co- workers.					
The health insurance benefits of the employee.					
The amount you earn.					
The amount of work that is required for employee.					

<b>Aspects</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
The management of the organization is very supportive.					
The organization rules make it easy for you to do a good job.					

Satisfaction with the chance of promotion.					
EPF					
The organization follows the government norms of the working hours.					

Aspects	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Lower value of demand					
The customers are highly fluctuating/ varying.					
Frequent design change.					
Decrease in order from clients.					
Insufficient production facility due to lack of facility.					

**The impact of poor leadership affects organizational productivity**

<b>Variables</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly agree</b>
Lack of proper communication affects teamwork					
Lack of training for the employee in teamwork affects productivity					
Poor style of leadership impact teamwork in organizational productivity					
Poor financial control impact on organizational productivity					
Lack of desire for effective management impact on team productivity.					
Conflicts in various region of the team affects organizational productivity					

**Opinion of the respondents to the betterment of teamwork on organizational productivity.**

<b>Aspects</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Employee performance is the result of motivation to the employee					
Employee performance helps organization to be more productive					
The goal of employee performance include employee development and organization					

improvement.					
Employee performance helps both personal development and organizational goal.					
Employees who are satisfied with their jobs are more productive					

## ANNEXURE II

### INSTITUTIONAL HUMAN ETHICS COMMITTEE



### *Avinashilingam*

Institute for Home Science and Higher Education for Women  
(Deemed to be University under Category 'A' by MIRD, Estd. u/s 3  
of UGC Act 1956) Re-accredited with 'A++' Grade by  
NAAC. Recognised by UGC Under Section 12 B  
Coimbatore-641 043, Tamil Nadu, India

#### **Chairman**

Dr. Sudha Ramalingam  
Director-Research & Innovation,  
Professor-Community Medicine,  
PSG Institute of Medical Sciences  
& Research, Coimbatore

#### **Member Secretary**

Dr. S. Uma Mageshwari  
Professor and Head,  
Department of Food Service  
Management & Dietetics

#### **Members**

Mr. K. Arunmoli (Legal Expert)  
Dr. Subhashini K. Sripathi  
Dr. A. Saraswathy (Medical Officer)  
Ms. D. Kavitha  
Dr. A. R. Sudamani Ramasamy  
Dr. G. Victoria Naomi  
Dr. Judith Justin  
Dr. Anitha Subash

26<sup>th</sup> February 2022

To  
Ms. Divya S  
Department of Home Science Extension Education  
Avinashilingam Institute for Home Science and  
Higher Education for Women  
Coimbatore - 641 043

Dear Divya S,

Ref: Your proposal No. IHEC/21-22/MSW-03 entitled "The Impact of Teamwork on Organizational Productivity in Ventura Tooling- Hosur in Krishnagiiri District" submitted for approval of IHEC on 23.11.2021.

The Institutional Human Ethics Committee of our University hereby grants approval to your research proposal No. IHEC/21-22/MSW-03 entitled "The Impact of Teamwork on Organizational Productivity in Ventura Tooling- Hosur in Krishnagiiri District" submitted by you. The Approval number for the same is AUV/IHEC/RM-21-22/XPD-03.

We wish you all the best in your research endeavours.

Regards,

*S. Uma Mageshwari*  
Dr. S. Uma Mageshwari  
Member Secretary

