

**Impact of Team Effectiveness on Organizational Performance:
Special Reference to Apparel Manufacturing Firms in North
Western Province**

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Abstract

Many scholars emphasized that employee team effectiveness affects organizational performance. However, empirical evidence related to the team effectiveness of executive-level employees and organizational performance in the Sri Lankan apparel industry represents a significant gap in the literature. Therefore, the study was carried out to explore the impact of team effectiveness on organizational performance in the Sri Lankan apparel industry. From the critical review of literature, contextual factors, team composition factors, and team process factors were identified as the independent variable of the study. While organizational performance was identified as the dependent variable. This study was based on primary data collected from 181 executive-level employees who work for large-scale apparel companies in the North Western province. Data collected through a structured questionnaire and analysed using linear regression analysis. The results of the study reveal that the team effectiveness of the executive level employees has a significant impact on organizational performance. Team process factors are deemed to be the most influential component of the team effectiveness while contextual factor is the least influential team effectiveness factor. All the independent variables were positively correlated with organizational performance. With the findings of the study, policymakers and the management of the companies are able to formulate the relevant strategies to get the maximum output from the team effectiveness of the executive level employees to increase the overall organizational performance in the Sri Lankan apparel industry.

Keywords-: Team Effectiveness, Organizational Performances, Apparel Industry, Sri Lanka

1. INTRODUCTION

Sri Lankan apparel industry started to evolve with the introduction of open economic policy after the 1978. With that trade investment-friendly environment was developed within the country. Therefore, the Sri Lankan apparel industry expanded as being an alternative to the Indian garment industry. Sri Lanka became an attractive new venue for businesses under the Multi-Fibre Agreement (MFA) and quota regime. As the first two joint venture apparel companies in Sri Lanka, the Omar group and The Amalean Group initiated a joint venture with a well-known American fashion company called "Martin Trust" (Mast Industries Inc, 2010). With the commencement of joint venture, Sri Lanka was given the ability to receive more modern technology, knowledge, and competencies regarding the apparel industry (Mast Industries Inc, 2010). That new venture was called Bodyline. As of 2010, MAS, Brandix, and Hirdaramani Group contributed a great deal to the US market along with the small contribution of Jay Mills Group. Thus, most of the value of exports of garments to the US market was accounted for by these three companies.

Today apparel industry in Sri Lanka plays a tremendous role in the economic development of the country. It contributes a large share to the Sri Lankan economy. According to the Export

Development Board of Sri Lanka (2020), industry provides direct employment opportunities to over 300,000 and 600,000 which include a considerable number of females in Sri Lanka. Central Bank of Sri Lanka (2019), affirmed that textile, wearing apparel, and leather-related products, which are one of the largest sub-activities related to manufacturing, positively contributed to the overall growth in manufacturing activities.

Over the decades' Apparel industry has faced many obstacles and challenges which evolve the apparel industry for where it is now. As a result of the impact of internal factors, it has been a very challenging and competitive industry. Production and operations management has grown faster and consequently, its boundaries have been expanded in many directions. Production management has been evolved with the introduction of new production concepts such as manufacturing strategy, just-in-time manufacturing, concurrent engineering, total quality management, supply chain management, flexible manufacturing systems, lean production, and mass customization, etc.

Management is trying to find positive synergy which will allow the organizations to enhance performance. The extensive use of teams creates the potential for an organization to produce greater outputs with no increase in inputs.

There is nothing inherently magical that ensures the achievement of positive synergy in the creation of teams (Robbins, 2015). Past researches have attempted to investigate how effective a team works toward performance (Bawa & Mohamed Ali, 2015; Black, 2010; Kwak, 2016; Nimlaor, Trimetsoontorn, & Fongsuwan, 2015). Further, previous scholars have studied how Human Resource Management (HRM), modern sociotechnical theory, business process re-engineering, and lean production all embrace the core principles of team working (Jabbour, 2011 ; Wei & Lau, 2012) . Benders and Van Hootegem, (1999); De Sitter et al., (1997); Kleinschmidt and Pekruhl, (1994); Kuipers and Van Amelsvoort (1990) suggest that there is an important connection between organizational performance and team effectiveness.

In the present situation, the apparel industry is facing huge competition and their survival is based on how well they performed against its rivals using their competitive advantage effectively. When achieving this competitive advantage, team effectiveness plays a major role in apparel manufacturing firms (Nimlaor, Trimetsoontorn, & Fongsuwan, 2015; (Ranaweera, 2014)).

1.1 General Problem Statement

Organizational Performance can be measured in terms of financial outcomes as well as non-financial outcomes. Therefore, Organizational Performance (OP) means the actual output or results of an organization as measured against its intended outputs (Mast Industries Inc, 2010). Many scholars have evidenced that overall organizational performance can be affected by many internal and external factors in the organizational context concerning the industry they are operating. Some of these factors are, level of productivity, absenteeism, delay in on-time delivery, leadership styles and practices, working conditions, pay and benefit management practices, organizational conflicts, demotivation, level of skills, wastage, turnover, inefficient and ineffective utilization of machines, minor innovation, unfavourable organizational culture, material fluctuations, the ineffectiveness of planning and scheduling (Allen & Helms, 2001; Dheerasinghe, 2009; Dr. Awan & Saeed, 2014; Roslan, Habidin, Zainudin, & Norazlan, 2014; Amarasinghe, 2015; Dr. Mafini, 2015; Akram & Arif, 2018; Bashayreh, 2019; Deressa, 2019; Rantakari, 2020).

De Silva (2018) explores that due to many circumstances organizational performance has been decreased in the apparel industry in the north-western province. And she stated that the absenteeism of operational level

employees has been one of the key reasons for the lower level of overall organizational performance in the apparel industry. And also, productivity which is one of the key indicators of overall organizational performance has been affected due to failures in human performance. For instance, such as lack of skilled labour, the productivity of the labour, and rigidity in the labour laws, etc. Even as job opportunities increased in the apparel sector, the industry faces difficulties when developing and maintaining human capital specially, in the operational grades. Moreover, according to the internal reports the average labour turnover per factory was 60 per cent per annum. Further, Dheerasinghe, (2009) and Madhushanka, Ekanayake, & Appuhamy, (2016) evidenced that productivity in the garment sector improved slowly in the last several years.

As per the Central Bank of Sri Lanka (2019), the Index of Industrial Production (IIP) in the apparel industry indicated slow growth due to the low performance of manufacture of wearing apparel activities while the manufacture of textile activities recorded a marginal contraction. Meanwhile, the manufacturing of textile products showed an expansion of 3.6 per cent in 2018 reported a decline of 1.7 per cent in 2019. The report indicated that the decreased production of finished fabric

largely contributed to the decrease in textiles production in 2019.

The Team-Based Approach is a widely used working concept in many industries including the apparel industry (Pathirage, Jayawardena, & Rajapaksha, 2012). In an apparel company, there are functional departments such as production, planning, supply chain, Human Resource, Finance, etc. These workgroups must have a close connection with each other to meet the deliveries on time and accomplish the overall goals of the firm. Highly effective teams will produce a high outcome. Previous researchers have studied how team effectiveness in the organization impacts organizational performance (Abuzid, 2017; Boakye, 2015; Delarue et al., 2015). Bawa & Mohamed Ali, (2015) evidenced that team performance of the employees in the apparel industry has been considerably low, especially in the North Western Province. And they explored that Team Leadership diversification has significantly influenced the team performance of the apparel sector employees.

Though many research studies have been carried out on team effectiveness in the apparel industry (Bawa & Mohamed Ali, 2015; Black, 2010; Kwak, 2016; Nimlaor, Trimetsoontorn, & Fongsuwan, 2015). But there were very few studies carried out on the impact of team effectiveness on

organizational performance in the Sri Lankan apparel industry (Durairatnam, Chong, & Jusoh, 2020). Therefore, the researcher identified an empirical literature gap in studying the impact of team effectiveness of executive-level employees on the organizational performance in the Sri Lankan apparel industry as there was no previous work carried out in the same phenomena.

Accordingly, this research was carried out to investigate **“how the executive-level employees’ team effectiveness impact on the organizational performance in apparel manufacturing firms in North Western Province in Sri Lanka”**.

Besides, the broader objective of the current study is to investigate the impact of team effectiveness of executive-level employees on the organizational performance in apparel manufacturing organizations in the North Western Province in Sri Lanka. Specifically, the Researcher intended to investigate the distinctive impact of team effectiveness components (contextual factors, composition factors, Team Process Factors) on organizational performance. And to provide recommendations to the policymakers such as all the management levels in the companies (Strategical, Operational), relevant state authorities regulating the industry in order to make use of findings to mitigate the issues currently, they are experiencing.

As this study is focusing on investigating the impact of team effectiveness on organizational performance, management levels in the organization can apply the findings of this study in their operating capacity to mitigate the issues they currently facing. For Strategic Level Managers, this research will help to evaluate and redefine the Organizational Policies, Programs, Procedures, and Standards on team building to increase Organizational Performance. Organizations can arrange the required training programs to enhance the team working skills among executives by understanding the most influential factors in determining the organizational performance. The findings of the present study will also be significant to the middle-level manager as they can imply the findings practically to get the maximum effectiveness of the teams and to increase the organizational performance. As the leading contributor of foreign revenue in the country, identifying the impact of team effectiveness on organizational performance would be an advantage to the whole country as increasing organizational performance in large-scale apparel companies would create more income for the country. Also, as explained in the previous section this study addresses the empirical research gap that exists in the Sri Lankan apparel industry on team effectiveness of executive level employees and organizational performance. So that would be

helpful for new scholars to investigate more areas in this field.

The present study comprises five sections. Section one is the introduction part that identified the background information related to the research problem with its objectives and significance. Section two summarizes the critical review of the literature. Section three explains the data sources and technical root of the study including the methodology with the research design. Section four deals with the empirical test of results and the final section summarizes the conclusion and recommendations of the study.

2. LITERATURE REVIEW

Organizational performance is a function of set of financial and non-financial collection of indicators that explores the extent of achieving organizational objectives and results (Ilieş, Gavrea, & Stegorean, 2011). Several factors have been identified as determinants of organizational performance. Many scholars have evidenced that different factors related to employees have been identified as major determinants; employee performance (Amarasinghe, 2015; Imran & Tanveer, 2015), employee satisfaction (Priyanath & Priyanaganie, 2020), training and development performance (Sandamali et al., 2018); organizational factors (Kalyani, 2006) are major factors among

them. Organizational performance can be measured in terms of financial terms or non-financial terms. Profitability is the most used method to measure Organizational performance (Nash, 1993). In the case of non-financial performance, productivity (Sink & Tuttle, 1985; Ongalo & Tari, 2015) and service quality (Hax and Majluf, 1984) have been identified as the common measures.

According to Robbins & Judge (2015), define a group as two or more individuals communicating, interacting, and interdependent who work together to achieve a common goal. Work teams are able to manufacture products and provide services, negotiate deals, coordinate the projects, offer advice, and make decisions (Mathieu, Maynard, & Gilson, 2008). As Robbins & Judge (2015) explore, there are four types of teams that are most common in the organization namely, Problem-solving, self-managed, cross-functional, virtual teams. And the effectiveness of teams may be measured based on the extent to which the team achieves its objectives and performs on behalf of the overall organization (Luthans, 2013). Many models have been introduced to explain the factors affecting team effectiveness and the impact of team effectiveness. Some models emphasize the factors external to the team itself but relate to the organization (organizational structure) (Sureka & Rao, 2017). According to

Bishop (cited by Luthans 2013), most of the long-standing models of team effectiveness explore that there should be a right and appropriate work environment where organizational support, commitment, goals, reward systems, communication systems, and physical space are all accustomed to allow the team to work in a productive and efficient atmosphere. For instance, the T7 model developed by Michael Lombardo and Robert Eichinger, Tuckman's Stages model, GRPI Model, The Katzenbach and Smith Model, Hackman Model of Team Effectiveness have been referred to by the researcher to understand the team effectiveness and its components. And the model introduced by Robbins & Judge (2015) summarizes all the above models and explores a compact model of team effectiveness. In that model Robbins & Judge (2015), has identified contextual factors, team composition factors, team process factors as the team effectiveness components; where it comprises most of the dimensions which were empirically affirmed that impacted the team effectiveness. Therefore, the researcher has used the same model to test the team effectiveness against the dependent variable (organizational performance). Based on the background problem, the critical literature review was carried out to identify the factors affecting team effectiveness. As explained in the earlier sections, many team effectiveness models were

examined by the researcher and the researcher has identified some common factors which have a significant impact on creating team effectiveness in the organization. Careful analysis of previous research studies provided sufficient justification in using the team effectiveness model developed by the Robbins & Judge (2015) to measure team effectiveness as the independent variable of the study. This model and its indicators (contextual factors, team composition factors, team process factors) have combined many factors and indicators such as nature of leadership, skills and talents of team members, factors related to interrelationship between team members, role allocation, team efficacy etc. which were used by the previous models. Therefore, the researcher has identified team effectiveness as the main independent variable and its components (contextual, team composition, team process) as the other independent variables and organizational performance as the dependent variable of the present study.

3. METHODS

3.1 Research design

The current research reflects the philosophy of positivism. Since the researcher has studied the causal relationship between components of team effectiveness and team effectiveness, the purpose of the study is considered as explanatory. To investigate the current situation of the low

organizational performance in the apparel industry concerning the impact of team effectiveness, researcher has tested the hypothesis that has been developed based on the conceptual model (Figure 01). Therefore, this study attempts to find conclusions from propositions adopting deductive approach. As the research strategy, the researcher has followed the survey strategy. Survey strategy is widely used to answer who, what, where, how much, and how many questions (Saunders, Lewis, & Thronhill, 2018). Hence, the researcher has administered a questionnaire to collect data from the selected sample as the survey instrument. Another core section of the research design is research choice. Research choice is based on the type of data collection and method of analysis used in the study, and for the current study, the researcher has chosen a multi-method quantitative choice. As the present study is based on quantitative data and researcher has used one main data collection technique to address the established research questions. As the primary data collection technique researcher has administered a questionnaire, and for analysing data researcher has used the quantitative data analysis method. For other data requirements, the researcher has referred to some secondary sources too. This research represents a snapshot taken at a specific time during the period of data collection. And for

understanding and addressing the current scenario, the researcher should gather information from the given period. Therefore, the present study followed the cross-sectional time horizon. As explained earlier, the researcher has collected data through the selected sample of executive-level employees to address the established research questions. The researcher has done this investigation in a normal situation, whether the organizational environment is natural in general. Therefore, the research interference was minimal in the current study.

3.2 Population & Sample

Population refers to the total set of cases from which the sample is taken (Saunders, Lewis, & Thronhill, 2018). According to BOI (2019), among all 36 apparel manufacturing companies in the north-western province, it has been clustered into three different categories. From them 12 have identified as large scale, 13 have identified as medium scale while 11 have identified as small-scale companies. As the present study focused on the team effectiveness of executive-level employees, the population of the current study was the executive-level employees who work for 12 large-scale apparel manufacturing companies in the North-Western Province. As the sample frame of the current study, researchers have chosen the 385 executive-level employees who work for 12 large-scale apparel manufacturing companies in the North-western

province (BOI,2019). And the sample size was determined by referring to the Morgans' format of determining sample size. According to the relevant format, the researcher had to reach 186 respondents who qualified the target group requirements. The researcher followed the simple random sampling technique to determine the sample from the sampling framework. Therefore, this study is able to draw up a sample that represents the entire population of the research.

3.3 Data Collection

Primary data for the current study was gathered through a self – administered questionnaire; in order to identify the current scenario on team effectiveness and organizational performance. Questionnaires were distributed among the sample via an online survey platform. And the questionnaire consisted of three main sections. The first section is the screening section, where it filters the respondents who fulfil the required target group respondent. The second section of the questionnaire is about the demographic details of the respondents. And the third section covers measuring the independent variables and dependent variables with closed-ended Lickert scale questions. Besides, other secondary data were collected through journal articles, business magazines, annual reports, and books related to the discipline.

3.4 Conceptual Framework

The conceptual model was developed by researcher himself by referring to critical review of literature (Figure 01)

3.5 Measurement Indicators

The main independent variable, Team effectiveness was measured on the basis of team effectiveness components introduced by Robbins (2015). Therefore, contextual factors, team composition factors, team process factors were considered as the measurements of the team effectiveness. And Contextual factors were measured in terms of adequate resources, leadership & Structure, the climate of trust, performance evaluation, and reward systems (Aime, Meyer, & Humphrey, 2010; Carson, Tesluk, & Marrone, 2007; Dirks, 2000; Hackman, 2002; Kapuge & Smith, 2007; Luthans, 2013). Team composition factors were operationalized based on seven items. They are abilities of members, the personality of members, allocation of roles, diversify of members, size of teams, members' flexibility, member preferences (Bell, 2007; Coutu, 2009; Fraser & Hvolby, 2010; Gautam, 2018; Joshi & Roh, 2009; Robbins, 2015). Process-related factors were operationalized into five factors. Those factors are social loafing, conflict levels, team efficacy, specific goals, common plan, and purpose (Farh, Lee, & Farh, 2010; Newstrom & Devis,2002; Petty &

Fabrigar, 2008; Price, Harrison, & Gavin, 2006. Tasa, Taggar, & Seijts, 2007). Organizational performance has been identified as the dependent variable of the current study. It has been operationalized based on two factors that were used to operationalize organizational performance in previous scholars (Hax & Majluf, 1984; Ongalo & Tari, 2015). Those factors are Service Quality and the Productivity.

3.6 Data Collection Techniques

To test the internal consistency of the questionnaire, researcher has used the reliability test and cronbach value; all the variables and the overall questionnaire has met the required level of cronbach level to ensure that questionnaire has high level of internal consistency in the current study. In addition to that, researcher has used descriptive and inferential statistics for further analysis. Under descriptive statistics mean value, maximum, minimum, SD values have been used to draw conclusions. Besides, as inferential statistics, correlational analysis, regression analysis, Heteroscedasticity, Multicollinearity, Auto Correlation was used. Further to these analyses, Tables, pie charts, and cross tabs, and frequency tables, normality tests (kurtosis values and histograms) were carried out to explain more about the collected data.

4. FINDINGS AND DISCUSSION

The researcher has obtained 181 respondents from the distributed 195 questionnaires. Therefore, the response rate for the current study is 97%.

Demographic Information

From the selected sample,

- The majority of the respondents (66%) were male executives.
- Around Forty Per cent represented were in the age range of 24-29.
- More than 40% of executives who participated were from the production department.
- More than 70% of respondents have a degree level qualification.
- One-fourth of respondents have worked in a team where there are 5-6 team members in the team.
- More than half of the respondents are working in non- permanent teams (teams which formed to accomplish a special task or carry out a specific project).
- More than one-fourth of respondents have worked in problem-solving teams.
- More than half of the executives work in supply, marketing departments have worked in problem-solving teams. At the same time, one

half of the respondents in the production, supply chain departments have worked in cross-functional teams.

4.1 Correlational Analysis

Pearson Correlational analysis was used to examine the nature of the relationship between two variables. Besides, in the present study P values received from this analysis were used to test the hypotheses.

4.2 Multiple Regression Analysis

This analysis was used to test the simultaneous effect of all the independent variables (contextual factors, team composition factors, team process factors) on the dependent variables. For this analysis, the researcher has followed the hierarchical method to get the test results. When independent variables are added to each step following their importance, it reflects a comparatively higher R^2 if the newly added variable is significant.

The table depicts that; altogether all the variables which have been used in the regression model have a 70% impact on organizational performance. On the other hand, this model explains approximately 70% variance from the organization's performance. It states indirectly, that there can be

Results of the correlational analysis reveal that all the independent variables (Team effectiveness, Contextual Factors, Team Composition Factors, and Team Process Factors) were positively correlated with the dependent variable (Organizational Performance). Team Process Factors have a strong positive relationship while Team effectiveness, Team Composition Factors has a substantial positive relationship with the Organizational performance.

other factors also which influence organizational performance.

The following equation formulated consists of all variables in the model.

$$\mathbf{OP = 0.655 + 0.310 CRF + 0.406 TCF + 0.899 PRF}$$

With the results of the data analysis, hypotheses were tested to examine whether there is a significant impact from the selected independent variables on the dependent variable.

5. DISCUSSION

Hypothesis 01

H1: Team effectiveness has a significant impact on organizational performance.

Team effectiveness is the primary independent variable identified in the present study where other independent variables are sub-components of team effectiveness. Many scholars have evidenced that team effectiveness has a significant impact on organizational performance and its different dimensions (Gautam, 2018; Langfred, 2007; Mannix & Neale, 2005). Therefore, the researcher has chosen this variable to test its impact on the organizational performance in the apparel industrial context in Sri Lanka. According to the primary research findings, $P= 0.000$ ($P < 0.005$); Therefore, alternative hypotheses were accepted while null hypotheses were being rejected. It implies that team effectiveness has a significant impact on organizational performance. Besides the correlational value 0.654 ($P < 0.000$) (Table 01), it is stated that these two variables have a moderate positive relationship. While with the R square value for the simple regression, it is implied that team effectiveness explains 69 % ($R^2 = 0.691$) (Table 02), of the variance of the organizational performance.

Hypothesis 02

H2: Contextually related factors have a significant impact on organizational performance.

Several previous works of literature have evidenced that contextual factors have a significant impact on organizational performance (Carson, Tesluk, & Marrone, 2007; Kwak, Shah, & Dhiavan, 2004; Pritchard, Hawkins, Wiegand, & Metzler, 2008). Therefore, the researcher has chosen this variable to test its impact on the organizational performance in the apparel industrial context in Sri Lanka. According to the primary research findings, $P= 0.000$ ($P < 0.005$). Therefore, alternative hypotheses were accepted while null hypotheses were being rejected. It implies that contextual factors have a significant impact on organizational performance. Also with the correlational value 0.277 ($P < 0.000$) (Table 01), it is stated that these two variables have a weak positive relationship. While with the R square value for the multiple regression, it is implied that contextual factors solely explain 69.6 % ($R^2 = 0.696$) (Table 02), of the variance of the organizational performance.

Hypothesis 03

H3: Composition-related factors have a significant impact on organizational performance.

Team Composition factors are the second component in the team effectiveness as in the model

explained by Robbins & Judge (2015). In addition to that, many previous scholars have evidenced that contextual factors have a significant impact on organizational performance (Bell, 2007; Goodwin, Bruke, Wildman, & Salas, 2009, Joshi & Roh, 2009; Mullen & Copper, 1994; Salas, Eduardo; Rosen, Michael A; Burke, Shawn; Goodwin, Gerald F, 2009). Therefore, the researcher has chosen this variable to test its impact on the organizational performance in the apparel industrial context in Sri Lanka. According to the primary research findings, $P= 0.000$ ($P < 0.005$); therefore, alternative hypotheses were accepted while null hypotheses were being rejected. It implies that team composition factors have a significant impact on organizational performance. Also with the correlational value 0.676 ($P < 0.000$) (Table 01), it is stated that these two variables have a moderate positive relationship. While with the R square value for the multiple regression, it is implied that team composition factors solely explain 68.2% ($R^2 = 0.682$) (Table 02), of the variance of the organizational performance

Hypothesis 04

H4: Process-related factors have a significant impact on organizational performance.

This variable is the last component of the team effectiveness model which was introduced by Robbins & Judge

(2015), And many other scholars have evidenced that the team process factor has a significant impact on organizational performance (McDonough, Khan, & Barczak, 2001; Newstrom & Davis, 2002). With that empirical evidence, the researcher has chosen this variable to test the impact on organizational performance in the Sri Lankan apparel context. According to the primary research findings, $P= 0.000$ ($P < 0.005$); therefore, alternative hypotheses were accepted while null hypotheses were being rejected. It implies that team process factors have a Significant Impact on organizational performance. Also with the correlational value 0.802 ($P < 0.000$) (Table 01), it is stated that these two variables have a strong positive relationship. While with the R square value for the simple regression, it is implied that team composition factors solely explain 64.3% ($R^2 = 0.643$) (Table 02), of the variance of the organizational performance. Among all three sub-variables in the team effectiveness, team process factors have the highest discrete impact on the organizational performance.

5.1 Diagnostics Test Results

Since the Residuals of this model are normally distributed and the data is homoscedastic, the researcher has assumed that the variables in the regression model have a linear relationship. And The VIF values are less than 10. There is no multicollinearity between predictor variables.

Therefore, Data that were collected through primary data collection; reveals that adjusted $R^2= 69.1$. Hence, 69.1% of the variability in the level of the dependent variable is explained by its linear relationship with the independent variables. In other words, the model explains the variation of dependent variables by 70%. It indicates that accepted independent variables (contextual factors related to the teams, team composition factors, and team process factors) have explained the organizational performance in the apparel industry by 70% simultaneously. And the rest of the 30% is explained by any other factors which were not concerned in the current study.

6. CONCLUSION AND RECOMMENDATION

6.1 Conclusion

According to the findings of the study, it can be concluded that the executive level employees' team effectiveness has a significant impact on the overall performance of apparel companies. More elaborate, all the team effectiveness components have proved significant impact and relationship on the organizational performance. Team process factors are the most influential factors; meanwhile team contextual factors are the least influential factor from the tested variables. Therefore, by considering the findings of the study, policymakers of the apparel companies could formulate relevant strategies to increase

organizational performance through the team effectiveness of the executive-level employees.

6.2 Recommendation of the Study

The findings and conclusions of this study contribute to the theoretical level as well as the practical level of the apparel industry and for the policymakers. Therefore, policymakers are able to get these suggestions into practice to achieve a higher level of organizational performance.

As the findings discourses, team process factors have more influence on the organizational performance compared to the other two team effectiveness factors. Therefore, policymakers and management teams of the apparel companies would consider more on the team process factors. In that scenario, Apparel companies should arrange relevant programs to inform the employees about the common purpose of the organization and how their roles and tasks directly impact that common purpose. And management should monitor how the teams establish their specific goals regarding the tasks they are performing. A moderate level of conflict within the teams leads to a higher level of performance (Robbins, 2015). Therefore, the management of the apparel companies should establish an appropriate mechanism to maintain a moderate level of conflict with the working teams in their organizational context. As team composition factors have a

considerable influence on organizational performance, organizations should concentrate on their dimensions to get more high level of organizational performance. Therefore,

conducting relevant training programs periodically, forming diversified groups, considering the size of the teams, role allocation should be highly

considered to obtain a higher level of organizational performance.

Appendix

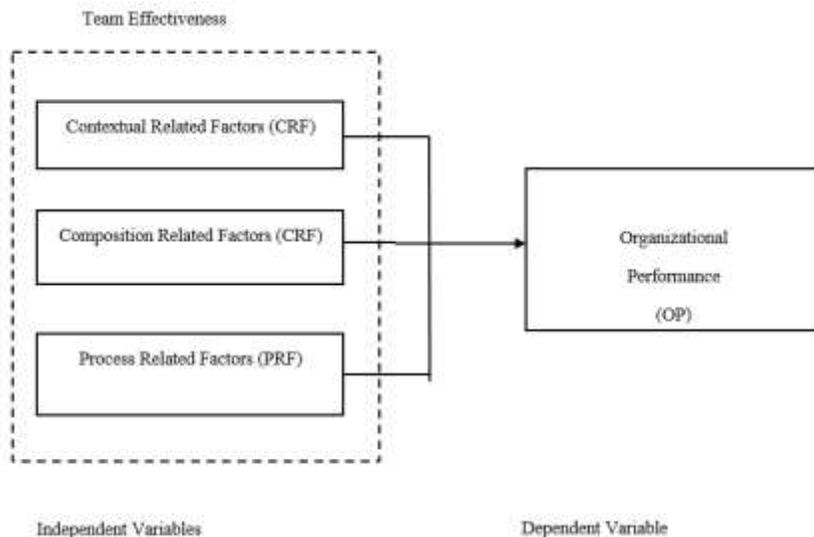


Figure 01: Conceptual Model

Table 01: Results of Correlational Analysis

		TE	CRF	TCF	PRF	OP
OP	Pearson Correlation	0.654**	.277**	.676**	.802**	1
	Sig. (2-tailed)	0.000	.000	.000	.000	
	N	181	181	181	181	181

Source: Survey Data

Test 02: Results of Multiple Regression Analysis

Model	R	R ²	B	Beta	Std. error	t	Sig.
Constant			0.655		0.160	4.088	0.000
PRF	0.802	0.643	0.899	0.750	0.97	9.304	0.000
TCF	0.826	0.682	0.406	0.336	0.73	2.868	0.005
CRF	0.834	0.696	0.310	0.278	0.108	5.541	0.000

Source: Survey Data

Table 03: Analysis of Hypotheses

Independent Variable	Correlation test results against OP	0.8 to 1	0.5 to 0.8	0 to 0.5	0 to 0	0 to -0.5	-0.5 to -0.8	-0.8 to -1	Impact of results towards performance
TE	0.654								Moderate Positive
CRF	0.277								Weak Positive
TCF	0.676								Moderate Positive
PRF	0.802								Strong Positive

Source: Author constructed

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