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Teamwork Effectiveness and Its Value in Business Management: A Case Study of the Corporate Sector in Bangladesh

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ABSTRACT

Teamwork plays a vital role in enhancing organizational performance and long-term business success. As Bangladesh's corporate sector continues to expand, understanding the factors that influence teamwork effectiveness has become increasingly important. This study examines the effects of psychological well-being (mental peace), skills, team objectives, team environment, strategy, performance and functions on teamwork effectiveness in the ready-made garments (RMG), information technology (IT) and banking sectors. A quantitative research design was employed and data were collected from employees across these three industries using a structured questionnaire. The findings reveal that all examined factors have a positive and significant influence on teamwork effectiveness with psychological well-being (mental peace) and skills emerging as the strongest predictors**.** Team objectives and a supportive team environment also make important contributions while strategy, performance and functions show comparatively weaker effects. The study highlights the importance of promoting employees' psychological well-being, continuous skill development, clear team objectives and a supportive work environment to strengthen teamwork effectiveness. These findings provide practical insights for managers and policymakers seeking to improve team performance and organizational effectiveness in Bangladesh's corporate sector.

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1. INTRODUCTION

Teamwork plays a vital role in contemporary organizations, serving as the foundation for creativity, productivity, and service delivery in global markets (Marić et al., 2022; Papachristopoulos et al., 2023; Lazarova et al., 2023). In a country like Bangladesh, it is the game changer in everything in today's fast-paced globalization where we have been transitioning to this powerhouse tech-centric insatiably competition-based market economy at an unbelievably rapid pace. However, most large companies have struggled to fully adopt team collaboration working methods. With industries such as ready-made garments (RMG), IT, and banking flourishing in Bangladesh, successful teamwork is important for improve organizational performance, fight unemployment, digitalization, and socio-cultural peace.

The RMG industry is one of the main components of the Bangladeshi economy. It accounts for over 80 percent of the country's export revenues. Fulfilling global supply chain needs at the same time as ensuring labour conditions are ethical is a matter of teamwork (BGMEA, 2023). The IT industry is also growing at a 40% yearly rate, relying on agile teams to innovate and become globally competitive (Siddiqui, 2023). Leadership, communication, psychological safety, and socio-cultural dynamics in Human Performance Technologies (HPTs) have

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not been well researched in the context of emerging economy like Bangladesh. However, their connections require further exploration. In fact, behavioral skills such as leadership, communication, and teamwork are key to employee trust and organizational performance (Eva et al., 2024b). Team effectiveness and adaptive leadership styles that foster trust among team members are critical for team success and overall performance (Eva, Afroze, & Sarker, 2024; Imam & Zaheer, 2021). Transformational leadership, which instills a shared vision among followers (Northouse, 2016), and servant leadership, which is primarily concerned with the well-being of others (McCormick & White, 2000), enhance team cohesion and performance in sectors such as technology start-ups and banking (Hernandez et al., 2018). Emotional Intelligence (EI) enables leaders to recognize and manage their own emotions and those of their team members, facilitating constructive conflict management (Ridho, 2024; Sharma et al., 2023). Organizational communication and the unification of team members through formally and informally structured conflict resolution frameworks increase team productivity (Mohammed et al., 2023). Remote work often brings obstacles such as asynchronous communication, limited nonverbal cues, and reliance on digital competencies, which can affect engagement and productivity (Al Tawil, 2019; Koh & Hulbert, 2023). Psychological safety is crucial for good decision-making, especially in crises. It allows team members to share concerns without fear of punishment (Bahadurzada, Edmondson, & Kerrissey, 2024). Other cultural considerations are also important. In a culture as collectivist and hierarchical as in Bangladesh, its people may respond to leadership influences tied to the cultural roots of such society (Ali & Siddiqui, 2024).

Although diverse team promotes creative and new decision-making, meanwhile it suffers from communication problems and cultural-based misunderstandings (Arrindell, 2003; Stahl et al., 2009). The linguistic variety of languages in the MNCs' teams can contribute to collaboration and creativity, precisely being enablers of innovation (Tenzer & Pudelko, 2020). Cross-cultural training and delegate meeting protocols are tools that help overcome these challenges.

Bangladesh's workforce is relatively young with a median age of 29.2 years and becoming digitalized, but wide gaps remain particularly in more traditional segments like manufacturing (Uddin & Islam, 2024). Hybrid work models are growing in Bangladesh. Still, many companies focus on face-to-face collaboration (Choudhury, Khanna, Makridis & Schirmann, 2022). Cultural and social norms that uphold authority in reaching decisions through consensus affect the nature of team player. Recent works have focused on effective team processes (Ottolenghi & Karim, 2020), and team building strategies and organizational culture (Adeniyi et al., 2024). Western perspective psychological safety theories or models previously discussed with encouragement toward flat hierarchies may require more contextualization with organizations in the collectivist domain, such as in Bangladesh where hierarchy, loyalty and social harmony are highly valued (Nipu, 2020; Rabbani et al., 2024). This study explores the practice of teamwork in Bangladesh's corporate sector, with emphasis on seven dimensions: goal, mental peace, work, skill, strategy, and team environment at the workplace, and performance. Effective conflict resolution strategies significantly influence organizational goals and outcomes by improving team performance, collaboration, and employee satisfaction (Rusady, Fauzi, Bachri, Ballo, & Nuru, 2025).

The global evidence is also anchored in the local socio-economic conditions of Bangladesh. There is strong field connectivity between the mental peace and tranquility of a team and the effectiveness of a team in global studies; Family support system has saliently helped to reduce occupational burn out. This association also moderated in specific settings like in Dhaka where the strength of women's agency attitude was related to lower mental distress, underlining the importance employment and workplace well-being (Das & Tampubolon, 2022). For policymakers, this suggests that systemic barriers, such as a lack of digital fluency and public-private training programs, are abundant as possible areas for shared opportunities. For executives, team resilience and adaptability can be built by linking mindfulness programs to leadership development.

1.1 Research Objectives

- To identify the key factors which affect the effectiveness of teamwork.
- To provide sector-specific recommendations for RMG, IT and Banking to enhance teamwork-driven practices.
- To provide recommendations for improving teamwork in the RMG, IT and Banking sectors of Bangladesh.

1.2 Statement of the Problem

While the importance of teamwork is broadly recognized as a key contributor to organizational success, its dynamics and contributions differ greatly within diverse cultural and contextual environments. Popular teamwork models, which revolve around issues related to psychological safety (Edmondson, 1999), and high-performance teams (Katzenbach & Smith, 1993) are rooted in Western based organizational environments characterized by features such as open communication, flat structures and individual autonomy. The latter, in contrast, contrasts with Bangladesh corporate culture's collectivist and authority-based nature (Jamil & Baniamin, 2020; Rabbani et al., 2024). Thus, many global theories overlook the intricacies of teamwork effectiveness in Bangladesh where hierarchical communication patterns, seniority-based decision-making and high reverence for authority are widely prevalent. In addition, there is relatively little empirical evidence in the Bangladeshi context with respect to how workplace teamwork contributes towards raising organizational performance and enhancing job satisfaction of employees' working in other sectors other than RMG (ready-made garments) including banking and IT (Information technology) sectors. With all other industries including IT moving toward agile and may be team collaboration approach; traditional sectors such as RMG and banking still face the problems of communication barriers, skill deficiencies, and leadership rigidity (Hasan et al., 2024; Nishat & Haque, 2025). These variations indicate the importance of understanding how team work operates in various organizational cultures and operational systems to receive a more contextual explanation. This study therefore aims to bridge this gap by investigating what determine effective teamwork in Bangladeshi corporate firms. By integrating western body of knowledge on psychological safety and high-performance teamwork into the context of Bangladeshi social cultural experiences with local culture, the research attempt to uncover ways forward for evidence-based model development for teamwork effectiveness, productivity and sustainability in organizational Bangladesh.

2. LITERATURE REVIEW

The importance of teamwork is widely recognized by scientists and practitioners alike. Modern organizations must innovate, operate efficiently, and demonstrate their competence as markets become more and more demanding and the world becomes more globalized. Fast-evolving sectors such as IT, banking, and RMG in Bangladesh can only achieve their goals with the help of efficient teamwork. Teamwork can increase productivity and creativity and decrease staff turnover, culminating in enhanced firm performance. This paper investigates teamwork, its effect on firm performance, and the factors that facilitate efficient teamwork.

2.1 Teamwork and Organizational Performance

Leadership style, whether transformational or servant, influences team processes and communication rules, depending on the context of high performance or innovation (Zhang et al., 2026). Transformational leadership motivates creativity and enhances group cohesiveness (Mahmood, Uddin, & Fan, 2019; Pillai & Williams, 2004) by providing an inspirational vision, empowering employees with creative potential, and fostering independence and self-reflection (Jaiswal & Dhar, 2016; JBR, 2009). These qualities are fundamental in IT organizations, where continuous innovation is necessary. By prioritizing the needs of employees, servant leadership has been shown to improve job satisfaction and well-being in high-stress banking environments (Putri et al., 2023; Ashfaq, Saleem, Mahmood, & Haneef, 2025) and to enhance employee performance through trust, even when cultural pressures such as power distance are present (Nemati, Raza, & Firdous, 2024).

Effective communication, both formal and informal, is crucial for building strong team relationships, whereas structured conflict resolution processes lead to increased efficiency and performance in organizations (Saleem & Perveen, 2017). However, as work becomes increasingly virtual, challenges such as limited nonverbal cues and variations in digital literacy require leaders to adapt their communication behavior to maintain psychological safety and encourage open conversations (Kniffin et al., 2021; Richter et al., 2024; Pellerone, 2024).

Group activities that promote creativity and innovation by fostering synergy around common objectives. When properly applied in the IT industry, it improves performance and scalability (Gyanchandani 2017; Kalifa 2024). Investing in employee well-being, especially in high-stress industries such as banking, improves work morale and motivates employees, which in turn strengthens customer service (Kim, 2024; Albalush, 2023). In the challenging context of remote work, employing flexible communication strategies is crucial for preventing team integration from being hindered (Olsen, 2023). While transformational and servant leadership have their advantages, their efficacy from one team to another varies directly with that particular challenge or context. This raises the need for flexibility in how leaders lead.

2.2 Leadership and Communication

On the contextual side, transformational and servant leadership styles are influential on team processes and communication attitudes in organizations that demand high level performance and innovation. Transformational leaders are also those that provide a purpose and direction for followers through inspiration by appealing to uniting team values. This type of leadership is most effective in fostering both creativity and a sense of team unity. Such an approach may be particularly useful for IT organizations that rely on innovation (Gyanchandani, 2017; Jaroliya & Gyanchandani, 2022; Alshahrani, 2024). In the other way servant leadership focuses on the health and well-being of employees that increase the morale as well as service quality, especially in stressful environment like banking (Zeeshan et al., 2025; Khandal et al., 2021). Modern students have shown they can work well together when doing team assignments, particularly if we combine formal and informal communicative approaches. This mutual learning process is believed to foster team collaboration problem-solving competences, because students are provided opportunities to work with a structured conflict resolution model of which they are aware (Adham, 2023; Allex Araújo et al., 2025). Remote work has introduced challenges such as limited access to nonverbal cues and varying levels of digital literacy among team members. These factors necessitate that leaders adapt their communication strategies to maintain psychological safety and promote open conversations within their teams (Swart et al., 2022; Ertiö, 2024; Khadpe et al., 2021). Transformational and servant leaders offer unique benefits to organizations. However, leaders who focus on them might find that different contexts and team challenges affect their effectiveness negatively. This highlights the need to complement these styles with other methods.

2.3 Cultural Diversity and Teamwork Effectiveness

Cultural diversity within teams offers both possibilities and challenges, deeply affecting team dynamics. On the one hand, involving diverse teams can benefit creativity and innovation since they tend to generate more varied and novel ideas than homogeneous teams, especially when inclusion and knowledge sharing are present (Vedres & Vasarhelyi, 2022; Hu & Randel, 2014; Dong, Ma, & Tang, 2018). Diversity can improve problem-solving. Different cultural views provide fresh insights, leading to more comprehensive solutions (Paulus et al., 2016). Communication patterns are affected by cultural norms. In collectivist and high power-distance cultures like Bangladesh, the culture values authority, seniority, and obedience that may inhibit open discussion or upward feedback resulting in communication gaps (Jamil, 2021; Rabbani et al., 2024). Additionally, cultural conflicts may occur in heterogeneous teams and, if not managed properly, may disturb their cooperation and decrease their overall performance (Leifels & Zhang, 2023; Stahl & Maznevski, 2021). However, the value derived from cultural diversity relies on effective management structures, specifically cross-cultural training and adaptive leadership, to reduce communication barriers and promote inclusivity in the workplace.

2.4 Psychological Safety and Mental Peace

Building psychological safety in Bangladesh's hierarchical, group-oriented culture is difficult but important for team performance. Teams with higher psychological safety tend to make more effective decisions and exhibit better performance, particularly under stress or in crisis situations (Jin & Peng, 2024). This facilitates open communication, which is necessary for team performance (Richardson, 2023). However, cultural obstacles, including rank norms, preclude open discussions and dissuade team members from speaking with contrary opinions, which narrows the door for dispersion and creativity. It is well documented that teams with strong psychological safety led to greater innovation and collaboration, which in turn enhances performance outcomes (Yaqoob, 2024). Emotional stability is

also a limiting factor, and lower levels of stress are significantly linked with productivity improvement within sectors such as IT, where mindfulness programs and more relaxed policies are in place (Martinez Montes et al., 2024). On the other hand, though known for its restrictive hierarchical structure, the RMG industry fails to foster psychological safety, which hampers team effectiveness (Nishat & Haque, 2025). Some worry that focusing on emotional well-being may shift attention away from performance measures. They suggest that it is crucial to balance emotional support with task-oriented goals in organizations.

2.5 Skills and Adaptive Learning

In the fast-paced industry especially, technology-based lead teams to the success with competitive agile skills like digital literacy, technical know-how in Bangladesh. But what we are reiterating is that as IT progresses with agile frameworks and digital tooling, some of the old economy even open back offices (example ready-made garment (RMG) industry) have a huge gap which here it should be called 'deep skill gaps' with levels of digital fluency mentioned at jaw-dropping levels. Now the current IT industry manpower has 0.30 million in Bangladesh and will be advanced to 0.45 million till the year of 2025. However, it does not have suitable skilled graduates with situational competency that could contribute to the sustainable growth of the industries along with FDI scope (Hossain, 2022). On the other hand, the RMG industry finds it difficult to cope with global competition due to a low level of digital fluency, lack of financial resources, and resistance towards organizational change, all of which have adverse implications for proper upskilling and reskilling programs (Hasan et al., 2024). To mitigate these challenges, a culture of lifelong learning is needed by providing tailor-made training as well as a strong commitment to ensure that employees are adaptable to the digital era (Rustam et al., 2024; Habibah, 2024). However, a point often made is that the speed of technological development will exceed the impact of conventional training and continue to create a skills gap, which they believe could slow down industry growth in the long run.

2.6 Sectoral Differences in Bangladesh

The RMG, IT and banking sectors in Bangladesh differ considerably in their organizational structures, work environments and teamwork practices (Bhardwaj and Mahida, 2024). The RMG sector generally follows a hierarchical management system, where centralized decision-making and limited employee participation may restrict communication, team autonomy and creativity (Leicht-Deobald et al., 2025). As a result, employees often face challenges in collaborative problem-solving and effective team coordination (Shi et al., 2025). In contrast, the IT sector is characterized by flexible work practices, agile project management and greater reliance on digital collaboration enabling teams to respond more effectively to changing business demands (Bhardwaj & Mahida, 2024). The banking sector occupies an intermediate position where teamwork is influenced by formal organizational structures, regulatory requirements and risk management practices (Sung & Hsu, 2025). While these characteristics promote operational stability, they may also reduce flexibility and innovation in team-based decision-making (Baltacı et al., 2025). Recent studies have shown that teamwork in emerging economies is increasingly shaped by digital transformation, virtual collaboration and hybrid work arrangements (Paredes-Saavedra et al., 2024; Xiao et al., 2026).

Effective communication, psychological safety, supportive leadership and digital competence have become essential for maintaining team performance in these evolving work environments (Kniffin et al., 2021; Lazarova et al., 2023; Eva et al., 2024; Jin & Peng, 2024). Furthermore, empirical evidence from South and Southeast Asia suggests that organizations with collaborative cultures and adaptive leadership practices are better positioned to enhance teamwork and employee performance under changing workplace conditions (Chiu et al., 2026; Hallin et al., 2026). Despite these developments, empirical evidence on the determinants of teamwork effectiveness across the Bangladeshi corporate sector remains limited. Therefore, examining the factors influencing teamwork effectiveness in the RMG, IT and banking sectors is both timely and relevant, as it provides practical insights for improving organizational performance across different industries.

3. RESEARCH GAP

Despite the cross-national evidence of a relationship between teamwork and organizational performance, most theoretical models are based on Western norms of flat structures, non-hierarchical structures, individual freedom to act, and open two-way free flow of communication, which are not necessarily representative of Bangladeshi society, which is characterized by collectivism and authority-based structures. Consequently, important variables relating to the functioning of teams in Bangladesh, such as hierarchical communication patterns, consultation based on seniority, and mental peace are relatively unexplored. Sectoral realities also vary: agile, digitally skilled IT teams versus more stifling, skills-bounded RMG and risk-averse banking routines. However, global models are rarely adapted to such cultural and operational nuances in mainstream research. This study attempts to fill this gap by placing existing theories of psychological safety and high-performance teams in context, i.e., within the specific case of corporate sector in Bangladesh and develops a grounded model on how culture, structure, and sectoral conditions interactively construct teamwork and performance with quality empirical evidence from an emerging economy con text.

4. THEORETICAL FRAMEWORK

This study is grounded in the Input-Process-Output (IPO) Model of Team Effectiveness which explains how team inputs influence team processes and ultimately affect team effectiveness and organizational performance (Amici et al., 2026). In this study, leadership education, organizational culture and employees psychological well-being are considered important team inputs while communication is viewed as the key team process that supports coordination, trust and collaboration among team members (Tang et al., 2026).

To provide a stronger theoretical foundation, this study also draws on Edmondson's Psychological Safety Theory and the High-Performance Team Model developed by Katzenbach and Smith (Kazimi et al., 2026). Psychological Safety Theory suggests that employees are more likely to share ideas, express concerns, and participate in teamwork when they feel safe and supported (Georganta et al., 2024). Similarly, the High-Performance Team Model highlights the importance of effective leadership, open communication, shared goals and a supportive work environment in improving team performance

(Sung & Hsu, 2025). By combining these complementary theories, this study provides a clear theoretical basis for explaining how these factors contribute to teamwork effectiveness in the corporate sector of Bangladesh. In this study, psychological well-being (mental peace) is conceptualized as an individual-level antecedent rather than a teamwork behaviour. Consistent with Edmondson's Psychological Safety Theory, employees with higher psychological well-being are more likely to communicate openly, collaborate effectively and actively participate in team activities, thereby enhancing overall teamwork effectiveness (McGuier et al., 2024).

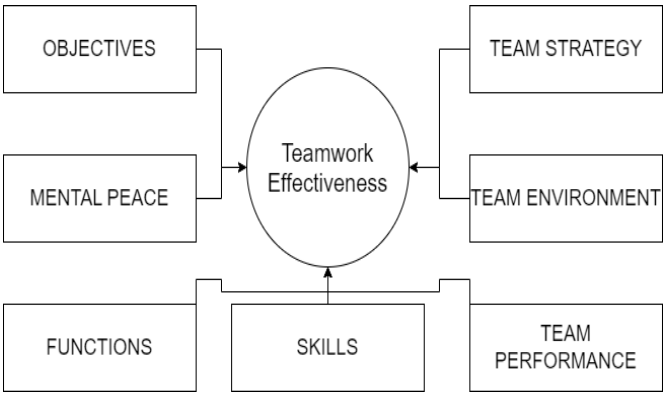


Fig. 1. Teamwork Effectiveness

4.1 Hypothesis and Data Analysis

To examine the relationship between the independent and dependent variables, we developed hypotheses (see Figure 1).

H1: Team objectives positively correlate with team effectiveness.
H2: Mental peace positively correlates with team effectiveness.
H3: Team functions positively correlate with team effectiveness.
H4: Team skills positively correlate with team effectiveness.
H5: Team strategy positively correlates with team effectiveness.
H6: Team environment positively correlates with team effectiveness.
H7: Team performance positively correlates with team effectiveness.

5. METHODOLOGY OF THE STUDY

This section presents the methodological procedures adopted to investigate the factors influencing teamwork effectiveness in the corporate sector of Bangladesh. Specifically, the study examines the effects of mental health, communication, leadership education and organizational culture on teamwork effectiveness. It describes the research design, target population, sampling procedure, data collection methods, measurement scales and statistical techniques employed to analyze the proposed relationships.

The methodological framework was developed to ensure the reliability and validity of the findings and to provide empirical evidence regarding the determinants of effective teamwork in organizational settings.

5.1 Research Design

This study adopted a quantitative research design based on the positivist research paradigm which assumes that reality can be objectively measured and analysed using statistical techniques. A cross-sectional survey approach was employed to collect data from employees working in different corporate organizations in Bangladesh at a single point in time. The quantitative approach was considered appropriate because it enables the systematic examination of relationships among the study variables and facilitates the empirical testing of the proposed research model.

Through this design, the study investigates how mental health, communication, leadership education and organizational culture influence teamwork effectiveness within the corporate sector of Bangladesh. The collected data were analysed using appropriate statistical methods to evaluate the proposed relationships and draw empirical conclusions.

5.2 Population and Sample

It mainly concentrates on workers from three prominent sectors in Bangladesh, RMG, IT and Banking. These were selected as they play an important role in the national economy and have varying team working characteristics. The sample consisted of 267 employees from 63 organizations in these three sectors (convenience sample). The sample size of the study was determined by using Krejcie and Morgan (1970) table of determining a sample size standard, to ensure 95% confidence level at 5% margin error. They took a sample at three organizational levels: half of the respondents were staff, 40% were middle managers and in the remaining 10%, main headquarters was used as executives. This method of stratified sampling ensures representation at multiple levels within an organization and offers various views on teamwork-related dynamics.

5.3 Data Collection

A structured questionnaire was used to gather data to assess the core aspects of teamwork effectiveness. The questionnaire consisted of 28 items and Likert scales ranging from “strongly disagree” (1) to “strongly agree” (5). The items were organized around seven important constructs in the assessment of teamwork effectiveness: objective, mental calmness, roles, skills, strategy-approach coping style, and team environment-performance. We have drawn on existing models (Edmondson’s psychological safety model and Katzenbach and Smith’s high-performance team model) to ensure their appropriateness for the Bangladeshi corporate setting. A pilot test with 30 respondents from the RMG sector was conducted to examine the reliability of the instrument. The pilot study produced a Cronbach’s alpha level of 0.89, reflecting high internal consistency and confirming the instrument’s validity in measuring the desired constructs (Bonett & Wright, 2014).

5.4 Data Analysis

Data were processed descriptively and inferentially using statistical methods. Descriptive statistics were calculated for sample demographics (age, gender, and organizational role). These data are descriptive and serve to establish some characteristics of the sample, including its conformity to the population of interest. For inferential analysis, Pearson’s correlation and multiple regression analyses were conducted to determine the relationship between the independent variable (teamwork dimensions) and the dependent variable (team

effectiveness). Both regression analysis and Analysis of Variance (ANOVA) were used to test the predictive usefulness of variables and sectorial differences in teamwork effectiveness among the three industries (Henson, 2015). Reliability testing, correlation analysis, and regression modeling were performed using SPSS-20, while a more stringent regression technique was performed using STATA (Hazarika, 2019).

Alongside the quantitative data, 15 interviews were conducted with managers within all three sectors. Such interviews offered richer information about teamwork in either sector and contributed to the validity of the findings. Thematic analysis of all qualitative data was conducted to identify patterns and themes around leadership, communication, and teamwork challenges within the corporate environment in DCC.

6. Results and Discussion

6.1 Demographics

Table 1 presents the demographic characteristics of the respondents. A total of 267 employees participated in the study, of whom 58% were male and 42% were female. The majority of respondents (65%) were aged between 25 and 35 years, followed by 25% aged 36-45 years and 10% aged above 46 years. Participants represented three major corporate sectors in Bangladesh, including the RMG (38%), IT (35%), and banking (27%) industries. Regarding work experience, 42% of the respondents had 2-5 years of experience, 40% had 6-10 years, and 18% had more than 10 years of experience. In terms of job level, 50% were staff members, 40% were middle managers, and 10% were executives. The diversity of respondents across sectors, experience levels and organizational positions enhances the representativeness of the sample and provides a comprehensive understanding of teamwork effectiveness in the Bangladeshi corporate context.

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	155	58%
Gender	Female	112	42%
Age Group (Years)	25–35	174	65%
Age Group (Years)	36–45	67	25%
Age Group (Years)	Above 46	26	10%
Sector	RMG	101	38%
Sector	IT	93	35%
Sector	Banking	73	27%
Years of Experience (years)	2-5	112	42%
Years of Experience (years)	6- 10	107	40%
Years of Experience (years)	Above 10	48	18%
Respondents Job Level	Staff	133	50%
Respondents Job Level	Middle Managers	107	40%
Respondents Job Level	Executives	27	10%

6.2 Reliability Analysis

The Cronbach's alpha values for all constructs exceeded the threshold of 0.70, confirming a strong internal consistency which have been presented in table no. 2:

Table 2. Reliability Statistics for Teamwork Effectiveness

Factors	Cronbach's Alpha Values
Mental Peace	0.91
Skills	0.89
Team Environment	0.85
Objectives	0.82
Functions	0.80
Strategy	0.78
Performance	0.84

The reliability of the constructs that measured the effectiveness of teamwork was measured using Cronbach's alpha (α) and shown to be reliable (α > 0.90) analytic average. The construct of Mental Peace had the highest reliability, with an alpha value of 0.91, followed by Skills 0.89 and Team Environment 0.85. Performance and Objectives showed strong reliability, with alpha values of 0.84 and 0.82, respectively. Functions and Strategy also demonstrated adequate reliability (alpha = 0.80, alpha = 0.78). The results are consistent and suitable for the effectiveness of teamwork evaluation, as they indicate that the measurement items of each construct are interrelated and further confirm the process. The 28-item questionnaire's overall reliability was α = 0.89, proving it to be a robust measure of teamwork effectiveness.

6.3 Correlation Analysis

Pearson's correlation coefficients revealed strong positive links ($p < 0.01$) between all seven variables and team effectiveness which have been presented in table no. 3.

Table 3. Correlation Matrix

Variable	Correlation (r)	P-value
Mental Peace	0.848	0.000
Skills	0.834	0.000

Variable	Correlation (r)	P-value
Objectives	0.726	0.000
Team Environment	0.698	0.000
Strategy	0.682	0.000
Performance	0.645	0.000
Functions	0.612	0.000

Mental Peace (r = 0.848) and skills (r = 0.834) were the strongest correlates of team effectiveness and thus important factors in optimizing team functioning. Objectives (r = 0.726) and Team Environment (r = 0.698) were strongly correlated. This shows that they are important for overall team effectiveness.

6.4 Regression Analysis

A multiple linear regression model was used to assess the predictive power of the variables. The model explained 82.3% of the variance in team effectiveness (R^2 = 0.823, F (7, 259) = 98.45, p = 0.000). Standardized beta coefficients (β) identified the most influential predictors. The regression analysis results are presented in table no. 4.

Table 4. Regression Coefficients

Variable	β	Significance
Mental Peace	0.401	<0.001***
Skills	0.372	<0.001***
Objectives	0.218	0.001**
Team Environment	0.195	0.003**
Strategy	0.154	0.012*
Performance	0.132	0.021*
Functions	0.098	0.045*

Note: β = Standardized regression coefficient; ***p < 0.001, **p < 0.01, *p < 0.05.

Mental Peace (β = 0.401) and skills (β = 0.372) were the most powerful predictors of team effectiveness, consistent with the shared correlation results. Objectives (β = 0.218) and Team environment (β = 0.195) presented with mild contribution, and Functions were the least influential to team effectiveness (β = 0.098).

6.5 ANOVA Results

A total of 267 individuals (59.09%) were included in the ANOVA tests, which compared team effectiveness across industries, indicating significant differences (F (3, 263) = 9.87, p = 0.000). Post-hoc Tukey tests found differences in the following:

When we compared the mean and standard deviation values of the IT, RMG, and Banking sectors on team effectiveness, the IT sector (μ = 4.3, SD = 0.5) scored higher on team effectiveness than the RMG (μ = 3.8, SD = 0.6) and Banking sectors (μ = 3.9, SD = 0.5). Moreover, the Banking teams scored much higher in mental peace (μ = 4.1) than the RMG teams (μ = 3.6), possibly due to the organized stress-management programs frequently practiced in the banking sector.

6.6 Descriptive Statistics

The descriptive statistics of the groups, teamwork effectiveness variables and individual variables are shown in Table no. 5. The mean (μ) and standard deviation (SD) of each variable are as follows: Mental Peace μ = 4.2, SD = 0.6, suggesting a high level of mental peace among participants with moderate variation (1 = I am happy and relaxed, 7 = so nervous I cannot sit still). Participants had a mean of 4.1 and a standard deviation of 0.5 of skill, indicating that players are generally relatively skilled with slight variation. This level of objective alignment was somewhat lower. However, it is relatively consistent, given that we observe an average of the objectives mean over all items of 3.9, with a standard deviation of 0.7. Team Environment The average of Team Environment is 3.8 with a standard deviation of 0.6, which indicates a moderate team environment with some dispersion properties. Finally, Team Effectiveness had μ = 4.0 and SD = 0.5, suggesting that participants viewed their teams as moderately effective with relatively little spread.

Table 5. Descriptive Statistics

Variable	Mean (μ)	Standard Deviation (SD)
Mental Peace	4.2	0.6
Skills	4.1	0.5
Objectives	3.9	0.7
Team Environment	3.8	0.6
Team Effectiveness	4.0	0.5

6.7 Sectorial Comparisons

The average statistics by field are compared in table no. 6. In IT, the mean for Team Effectiveness was 4.3, for Mental Peace was 4.0, and for skills was 4.4, indicating that IT professionals generally reported high levels of team effectiveness, mental peace, and skills. The means of the RMG sector are lower than the FMCG sector, with Team Effectiveness at 3.8, Mental Peace at 3.6, and Skills at 3.9, which indicates a little (landing) less favorable situation for those facilities. In the banking sector, the means are slightly higher than those in RMG, with Team Effectiveness at 3.9, Mental Peace at 4.1, and Case Skills at 4.0, which means that the banking sector has average levels of teamwork effectiveness such as mental peace and skill.

Table 6. Sectorial Comparisons

Sector	Team Effectiveness (μ)	Mental Peace (μ)	Skills (μ)
IT	4.3	4.0	4.4
RMG	3.8	3.6	3.9

Sector	Team Effectiveness (μ)	Mental Peace (μ)	Skills (μ)
Banking	3.9	4.1	4.0

6.8 Discussion on Findings

The findings of this study provide valuable insights into the factors influencing team effectiveness in the corporate context of Bangladesh. The results reveal that mental peace and skills have a significant positive impact on team effectiveness. This implies that employees with sound psychological well-being and strong technical competencies are more capable of performing their tasks efficiently, thereby enhancing overall team productivity and outcomes. These results align with previous studies of Bakker & Demerouti, (2017) and Parker (2014) who emphasized that mentally stable and skilled employees are more motivated and productive. Hence, the hypotheses related to mental peace and skills are accepted. Similarly, team objectives and team environment also exhibit a positive relationship with team effectiveness. Clearly defined goals and a supportive work atmosphere foster a sense of togetherness, strengthen team collaboration ties, and enhance overall teamwork dynamics. This finding supports the work of West (2012) and Kozlowski (2018), who argued that clarity in objectives and a cohesive environment are key drivers of effective teamwork. In contrast, strategy, performance and functions showed weaker but still significant relationships with team effectiveness. These findings suggest that while organizational processes and strategies are important, they are less impactful without strong psychological and interpersonal support among team members. This partial acceptance of hypotheses related to organizational functions aligns with the works of Edmondson and Lei (2014), who found that psychological safety and open communication are more decisive for teamwork success than procedural clarity alone. The study also noticed differences between sectors. IT companies showed higher teamwork performance because they use agile methods and digital tools ((Nishat & Haque, 2025). In contrast, RMG and banking sectors still need to improve communication and leadership styles to strengthen teamwork. Developing skills is also important in sectors such as RMG where digital literacy is low to get more innovative and more efficient team. Nevertheless, issues related to inter-leadership dynamics and communication in hierarchical industries still constrain teamwork, which suggests that more adaptable leadership practices and inclusive communication strategies are necessary for overcoming these obstacles to better promoting team process toward higher team performance in traditionally structuring industries.

7. RECOMMENDATIONS

Based on the findings of this study, several practical recommendations can be made to improve teamwork effectiveness in Bangladesh's corporate sector. Organizations should prioritize employees' psychological well-being through mental health initiatives, stress management programmes, counselling services and psychologically safe workplaces since psychological well-being emerged as the strongest predictor of teamwork effectiveness. Continuous skill development should also remain a priority through regular training, mentoring, and professional development programmes.

In the RMG sector, management should strengthen communication, supervisory leadership and digital literacy to improve coordination and operational efficiency. Organizations should establish clear team objectives, encourage transparent communication, provide regular feedback, and foster an inclusive work environment where employees feel valued and actively participate in decision-making. Sector-specific strategies can further enhance teamwork effectiveness. IT companies should promote agile work practices, knowledge sharing and digital collaboration to sustain innovation while banking institutions should encourage cross-functional collaboration, participative leadership and open communication to reduce hierarchical barriers and improve coordination. Finally, human resource policies should integrate teamwork, communication and interpersonal competence into recruitment, performance evaluation, promotion and reward systems to support sustainable organizational performance across industries.

8. LIMITATIONS AND FUTURE RESEARCH DIRECTION

This study has several limitations. First, the findings are based on data collected only from Bangladesh which may limit their generalizability to other countries. Second, the cross-sectional research design does not allow causal relationships to be established. Third, the use of self-reported data may introduce response bias. Fourth, although data were collected from the RMG, IT and banking sectors, formal statistical comparisons across industries were beyond the scope of this study. Finally, the study employed conventional multiple regression analysis and additional statistical measures such as confidence intervals and effect sizes were not reported. Future research may address these limitations by adopting longitudinal and cross-country research designs, conducting sector-wise comparative analyses and employing more advanced statistical techniques with comprehensive reporting of statistical measures.

9. CONCLUSION

This study explored the factors affecting team effectiveness in Bangladesh's corporate sector. It focused on mental peace, skills, team objectives, team environment, strategy, performance and functions. The results show that all these factors positively influence team effectiveness, but their impact varies. Mental peace and skills were the strongest predictors, highlighting the importance of psychological well-being and technical competence. Team objectives and a supportive environment also play a key role in promoting collaboration and productive teamwork. Organizational strategies, performance measures, and clear functions contribute to team effectiveness, but their influence is relatively weaker. This suggests that structural or procedural elements alone cannot ensure effective teamwork without psychological and interpersonal support. The study also found sectoral differences in teamwork performance. IT companies perform better due to agile practices and digital tools whereas the RMG and banking sectors need focus more on communication, leadership and collaboration. Overall, the findings emphasize a holistic approach to team development. Promoting mental well-being, enhancing employee skills, setting clear objectives, and creating a supportive environment

are essential for improving teamwork. Flexible leadership, open communication, and integrating well-being into HR policies can help overcome hierarchical and structural challenges.

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