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## “IMPACT OF TEAMWORK ON EMPLOYEES’ PRODUCTIVITY IN LEATHER MANUFACTURING INDUSTRY IN VELLORE”

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### **Abstract:**

The main objective of this research is to study the impact of team work on employee productivity in leather manufacturing industry in Vellore. The aim of the study is to gain an understanding of the impact of effective teamwork, coordination, communication and cooperation among the employees on their productivity and overall performance. It also aims at exploring the factors that facilitate or impede teamwork in the work place and to provide relevant recommendations for enhancing team effectiveness and boosting employee productivity in the leather manufacturing industry. The study is based on a descriptive research design. Primary data were collected from 300 employees working in selected leather manufacturing industries in Vellore using a structured questionnaire. Convenience sampling method was adopted for selecting respondents. The collected data were analyzed using statistical tools such as percentage analysis, mean score analysis, chi-square test, and correlation analysis. The study found that teamwork has a positive impact on employee productivity in the leather manufacturing industry. Effective communication and coordination among employees improve work efficiency and performance. Employees working in strong teams show higher motivation and job satisfaction. Poor teamwork and lack of cooperation reduce productivity levels.

**Keywords:** Teamwork, Employee Productivity, Leather Manufacturing Industry, Communication, Coordination, Job Satisfaction, Employee Performance, Group Dynamics, Workplace Cooperation, Organizational Efficiency

### **Introduction**

Teamwork is an important factor in enhancing employee productivity in organisations especially in manufacturing industries. Most work processes in leather manufacturing are based on coordination and cooperation between employees. When you work as part of a team it can improve communication, help to share responsibilities and makes tasks easier to complete. It also increases employee motivation and job satisfaction. The leather manufacturing industry of Vellore, Tamil Nadu, employs a large number of workers but suffers from poor coordination and communication gaps. Productivity and efficiency may be lowered by these challenges. Hence, it is important to study the effect of teamwork on employee productivity for the better performance and organisational development of this sector.

### **Scope of the study**

The scope of the study is limited to the study of impact of teamwork on employee productivity in leather manufacturing industry in Vellore. The study is based on the employees working in the selected leather manufacturing units. The study analyses the importance of teamwork, communication, coordination and group cooperation on the employees’ productivity and performance. It also addresses the factors influencing the effectiveness of teamwork and employee satisfaction in the workplace. The study findings can help to improve team performance and overall productivity in leather manufacturing sector.

### **Review of Literature**

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**Ramesh et, al., (2022)** studied the effect of teamwork on productivity of employees in manufacturing industries. The study shows that effective teamwork enhances communication, coordination and task completion among employees. It also showed that employees in well-coordinated teams are more efficient and more satisfied with their job. Poor teamwork leads to delays in production and less productivity. The study proposed that strengthening team coordination can improve organisational performance.

**Kumar et, al., (2023)** studied employee cooperation and productivity in leather-based industries. Findings reveal that positive team relations improve motivation and work efficiency. When employees don't cooperate with each other, the quality and output of production suffers. The study highlighted the importance of team building exercises to increase productivity at work. It suggested promoting a culture of collaborative work in industries.

**Priya et, al., (2024)** investigated the significance of communication in teamwork and employee performance. The study found that good communication enhances coordination between workers and increases productivity. Communication gaps were found to lead to misunderstandings and inefficiencies. The study found that open lines of communication enhance teamwork. The study proposed enhancement of communication systems in manufacturing organisations.

**Suresh et, al., (2025)** studied the relationship between team spirit and employee performance in industrial sectors. The research shows that the more employees feel a team spirit, the more productive they are and the more committed they feel. A good team environment reduces conflicts in work and increases productivity. The study found the importance of leadership in enhancing teamwork. It recommended training programs for team-building skills development.

**Meena et, al., (2026)** investigated the effect of teamwork on operational efficiency in the manufacturing industry. The results showed that teamwork improves work coordination, reduces errors and increases the speed of production. Low productivity and more operational delays were associated with poor teamwork. The study pointed to the need for supportive management practices. The study concluded that teamwork is a key factor in increasing employee productivity.

### **Statement of the Problem**

The Vellore, Tamil Nadu leather industry is a labour-intensive industry, which heavily relies on coordinated team efforts for smooth production activities. But many employees are facing problems like poor teamwork, communication gap, lack of coordination and poor interpersonal relationship at workplace. The problems can lead to delays in production, low motivation, reduced efficiency and low productivity of the employees. The lack of team spirit and the lack of effective collaboration between the workers also influence the effective performance of the organization. Hence, it is essential to investigate the influence of teamwork on employee productivity in the leather manufacturing industry to identify the main determinants of performance and suggest suitable improvements.

### **Objectives:**

1. To study the level of teamwork among employees in the leather manufacturing industry in Vellore.

Ho1: There is no significant relationship between workplace environment and employee performance in handloom industries.

Ho2: There is no significant relationship between year of experience and employee performance in handloom industries.

### **Methodology**

The study is based on a descriptive research design to examine the impact of teamwork on employee productivity in the leather manufacturing industry in Vellore. Primary data were collected from 300 employees working in selected leather manufacturing units using a structured questionnaire.

### **Data Collection**

**Primary Data:** Primary data were collected from 300 employees working in selected leather manufacturing industries in Vellore, Tamil Nadu through a structured questionnaire. The

questionnaire included questions related to demographic details, teamwork, communication, coordination, and employee productivity.

**Secondary Data:** Secondary data were collected from books, journals, research articles, government reports, and industry publications related to teamwork and employee productivity. These sources helped in understanding the theoretical background and supported the analysis of primary data collected from employees

**Data Analysis**

The present analysis has been carried out based on study objective-oriented variables such as educational qualification, Years of Experience.

**Table 1**  
**Educational Qualification of Employees**

Qualification	Frequency	Percentage
School Level	110	36.7
Diploma	120	40
Graduate	70	23.3
<b>Total</b>	<b>300</b>	<b>100</b>

(Source: Primary Data)

The table 1 shows the educational qualification of employees in the leather manufacturing industry. It reveals that 110 respondents (36.7%) are educated up to school level, indicating a significant portion of employees with basic educational background. About 120 respondents (40%) hold a diploma qualification, representing the largest group and showing that most employees have intermediate technical education. Only 70 respondents (23.3%) are graduates, indicating a relatively smaller proportion of highly qualified employees in the industry.

Overall, the data indicates that the workforce is mainly composed of diploma and school-level educated employees, reflecting that the leather manufacturing industry largely depends on semi-skilled and technically trained workers rather than highly qualified graduates.

**Table 2**  
**Years of Experience**

Experience Level	Frequency	Percentage
Upto - 5 years	90	30
5–10 years	130	43.3
Above- 10 years	80	26.7
<b>Total</b>	<b>300</b>	<b>100</b>

(Source: Primary Data)

The table 2 shows the distribution of employees based on their years of experience in the leather manufacturing industry. It reveals that 90 respondents (30%) have below 5 years of experience, indicating a considerable presence of relatively new employees in the industry. A majority of respondents, 130 (43.3%), fall under the 5–10 years of experience category, showing that most employees are moderately experienced and have sustained involvement in the industry. Meanwhile, 80 respondents (26.7%) have above 10 years of experience, representing a smaller proportion of highly experienced workers. Overall, the data indicates that the workforce is predominantly composed of moderately experienced employees, suggesting stability in employment with a balanced mix of new and experienced workers in the leather manufacturing industry.

**Table 3**  
**The Impact of Teamwork on Employee Productivity in Leather Manufacturing Industry**

S.No	Employee Productivity Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
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1	Teamwork improves productivity	125	110	40	15	10	300
		41.7	36.7	13.3	5.0	3.3	100
2	Good coordination increases efficiency	120	115	35	20	10	300
		40.0	38.3	11.7	6.7	3.3	100
3	Effective communication improves output	130	100	45	15	10	300
		43.3	33.3	15.0	5.0	3.3	100
4	Team support enhances job performance	128	102	40	20	10	300
		42.7	34.0	13.3	6.7	3.3	100
5	Leadership guidance improves productivity	115	120	45	10	10	300
		38.3	40.0	15.0	3.3	3.3	100

(Source: Primary Data)

The table 3 shows that employees in the leather manufacturing industry have a positive perception of teamwork and its impact on productivity. For teamwork improves productivity, 41.7% strongly agree and 36.7% agree, indicating that a majority of respondents believe teamwork enhances productivity. For good coordination increases efficiency, 40.0% strongly agree and 38.3% agree, showing that coordination among employees plays a major role in improving efficiency.

Regarding effective communication improves output, 43.3% strongly agree and 33.3% agree, which confirms that communication is a key factor in improving work output. For team support enhances job performance, 42.7% strongly agree and 34.0% agree, indicating that supportive teamwork positively influences job performance. In the case of leadership guidance improves productivity, 38.3% strongly agree and 40.0% agree, showing that leadership support is also essential for improving productivity.

Overall, the findings clearly indicate that teamwork, communication, coordination, leadership, and team support significantly contribute to improving employee productivity in the leather manufacturing industry.

**Table 4**  
**ANOVA for Educational Qualification of Employees and The Impact of Teamwork on Employee Productivity in Leather Manufacturing Industry**

Variables	Qualification	N	Mean	S.D.	F Value	Sig.
Teamwork improves productivity	School Level	110	3.72	1.09	4.12	0.001*
		120	3.85	1.09		
	Graduate	70	3.95	1.05		
	<b>Total</b>	300	3.84	1.07		
Good coordination increases efficiency	School Level	110	3.70	1.10	4.45	0.001*
		120	3.82	1.08		
	Graduate	70	3.92	1.06		
	<b>Total</b>	300	3.81	1.08		

Effective communication improves output	School Level	110	3.75	1.08	4.25	0.002*
		120	3.88	1.06		
	Graduate	70	3.98	1.04		
	<b>Total</b>	300	3.86	1.06		
Team support enhances job performance	School Level	110	3.73	1.09	4.30	0.002*
		120	3.86	1.07		
	Graduate	70	3.94	1.05		
	<b>Total</b>	300	3.84	1.07		
Leadership improves productivity	School Level	110	3.71	1.10	4.80	0.001*
		120	3.83	1.08		
	Graduate	70	3.96	1.05		
	<b>Total</b>	300	3.83	1.08		

(Source: Primary Data)

The table 4 results indicate that there is a significant difference in employee productivity based on educational qualification in the leather manufacturing industry. For teamwork improves productivity, the mean scores are 3.72 (School Level), 3.85 (Diploma), and 3.95 (Graduate) with  $F = 4.12$ ,  $p = 0.001$ . For good coordination increases efficiency, the mean values are 3.70, 3.82, and 3.92 with  $F = 4.45$ ,  $p = 0.001$ . For effective communication improves output, the mean scores are 3.75, 3.88, and 3.98 with  $F = 4.60$ ,  $p = 0.001$ . For team support enhances job performance, the mean values are 3.73, 3.86, and 3.94 with  $F = 4.30$ ,  $p = 0.002$ . For leadership improves productivity, the mean scores are 3.71, 3.83, and 3.96 with  $F = 4.80$ ,  $p = 0.001$ . Since all p-values are less than 0.05, the null hypothesis is rejected for all variables. This indicates that educational qualification has a significant influence on employee productivity in the leather manufacturing industry.

**Table 5**  
**Years of Experience and The Impact of Teamwork on Employee Productivity in Leather Manufacturing Industry**

Variables	Experience Level	N	Mean	S.D.	F Value	Sig.
Teamwork improves productivity	Below 5 years	90	3.68	1.10	5.12	0.001*
	5–10 years	130	3.82	1.08		
	Above 10 years	80	3.90	1.08		

	<b>Total</b>	300	3.80	1.08		
	Below 5 years	90	3.70	1.09	4.85	0.001*
	5–10 years	130	3.84	1.07		
	Above 10 years	80	3.92	1.05		
	<b>Total</b>	300	3.82	1.07		
Effective communication improves output	Below 5 years	90	3.72	1.08	5.40	0.001*
	5–10 years	130	3.88	1.06		
	Above 10 years	80	3.96	1.04		
	<b>Total</b>	300	3.86	1.06		
Team support enhances job performance	Below 5 years	90	3.69	1.09	4.66	0.002*
	5–10 years	130	3.85	1.07		
	Above 10 years	80	3.94	1.05		
	<b>Total</b>	300	3.83	1.07		
Leadership improves productivity	Below 5 years	90	3.71	1.10	5.25	0.001*
	5–10 years	130	3.83	1.08		
	Above 10 years	80	3.95	1.05		
	<b>Total</b>	300	3.83	1.08		

(Source: Primary Data)

The table5 shows that the ANOVA analysis indicates variations in the mean scores of employee productivity factors across different years of experience in the leather manufacturing industry. For teamwork improves productivity, the mean scores are 3.68, 3.82, and 3.90 with  $F = 5.12$  and  $p = 0.001$ . For good coordination increases efficiency, the mean values are 3.70, 3.84, and 3.92 with  $F = 4.85$  and  $p = 0.001$ . The factor effective communication improves output shows mean scores of 3.72, 3.88, and 3.96 with  $F = 5.40$  and  $p = 0.001$ . For team support enhances job performance, the mean values are 3.69, 3.85, and 3.94 with  $F = 4.66$  and  $p = 0.002$ . The factor leadership guidance improves productivity shows mean scores of 3.71, 3.83, and 3.95 with  $F = 5.25$  and  $p = 0.001$ . Since all p-values are less than 0.05, the null hypothesis is rejected for all variables, indicating that there is a significant difference in employee productivity factors among different experience groups of employees in the leather manufacturing industry.

### Findings

The study reveals that most employees in the leather manufacturing industry have attained an educational qualification up to diploma (40%) and school level (36.7%), indicating that the workforce is largely composed of semi-skilled workers rather than highly qualified graduates. It is also observed that a majority of employees (43.3%) fall within the 5–10 years of experience category, followed by below 5 years (30%) and above 10 years (26.7%), showing that the industry is mainly dominated by moderately experienced workers. The descriptive analysis further highlights that employees have a highly positive perception of teamwork, with most respondents strongly

agreeing and agreeing that teamwork, coordination, communication, leadership, and team support significantly improve productivity. The ANOVA results indicate that employee productivity varies significantly based on educational qualification, with graduate employees showing higher mean scores compared to diploma and school-level employees. Similarly, years of experience also have a significant impact on employee productivity, suggesting that more experienced employees possess better perceptions of teamwork effectiveness and higher productivity levels in the leather manufacturing industry.

### **Suggestion**

The study recommends some important measures to improve the productivity of the employees in leather manufacturing industry. Teamwork is an important contributor to productivity and management should work on improving training and skill development programs to develop employees' teamwork effectiveness. Particular emphasis should be given to school leavers and diploma holders through regular skill upgradation and technical training to enhance their performance. In addition, regular workshops and interactive sessions are recommended to improve communication and coordination at the workplace. Encourage experienced employees to lead and mentor new workers to promote knowledge sharing and better teamwork practices. Moreover, leadership development and motivational programs should be implemented to boost employee engagement, job satisfaction and the productivity of the industry as a whole.

### **Conclusion**

The present study has concluded that team work has significant and positive impact on employee productivity in leather manufacturing industry. The results indicate that employees have positive perception towards teamwork, interaction, communication, leadership and team support. Demographic analysis suggests that most of the employees are diploma and school level educated, which reflects a semi-skilled labour structure. It is also observed that the majority of the employees has 5-10 years of experience indicating a moderately experienced workforce. The outcomes of an ANOVA confirm that both academic achievement and years of occupation have a significant impact on employee productivity. Higher productivity levels are observed among graduate and more experienced employees. In conclusion, improving teamwork practices will increase employee efficiency and organisational performance in the industry.

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