

Team Building Effectiveness and Its Challenges at Karnataka Soaps and Detergents Limited

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Abstract

Teamwork and team-building practices play an important role in improving employee performance, communication, and organizational productivity in manufacturing industries. This study examines the effectiveness of teamwork and team-building practices at Karnataka Soaps and Detergents Limited (KSDL), Bengaluru. A descriptive research design was adopted, and primary data were collected from 113 employees using a structured questionnaire, while secondary data were obtained from journals, books, company reports, and websites. The collected data were analyzed using SPSS with statistical tools such as Percentage Analysis, Correlation, Chi-Square Test, Independent Sample t-Test, and One-Way ANOVA. The findings indicate that employees have a positive perception of teamwork, which enhances communication, cooperation, trust, work efficiency, and workplace relationships. The study concludes that effective team-building initiatives and employee participation contribute to organizational effectiveness and recommends continuous efforts to strengthen teamwork and leadership for improved organizational performance.

Keywords: Teamwork, Team Building, Employee Performance, Organizational Effectiveness, Communication, Cooperation, KSDL, Manufacturing Industry.

Introduction

In today's competitive business environment, teamwork is essential for improving organizational performance, particularly in manufacturing industries where employees from different departments collaborate to achieve common goals. Effective teamwork enhances communication, coordination, productivity, problem-solving, and employee satisfaction while promoting trust and cooperation. This study evaluates the effectiveness of teamwork and team-building practices at Karnataka Soaps and Detergents Limited (KSDL), Bengaluru. It examines employees' perceptions of communication, cooperation, leadership, and workplace relationships and analyzes their impact on employee performance and organizational effectiveness, while providing suggestions to strengthen teamwork within the organization. Effective team-building practices strengthen collaboration and communication among employees across different occupational roles, resulting in improved team effectiveness and organizational performance (Chinyuku and Qutieshat 2025). Team-building practices enhance collaboration and contribute to better Team performance. They improve communication and trust among employees, leading to greater coordination and higher productivity (Hasmin 2026).

Objectives of the Study

- To analyse the relationship between Occupation and Team Building Effectiveness.

Hypothesis:

Relationship between Occupation and Team Building Effectiveness

- **Null Hypothesis (H₀₂):** There is no significant relationship between employees' occupation and team building effectiveness.
- **Alternative Hypothesis (H₁₂):** There is a significant relationship between employees' occupation and team building effectiveness.

Correlations

		OCCUPATION	Team building improves communication	Training programs improve teamwork	Team building activities increase trust
OCCUPATION	Pearson Correlation	1	.007	.007	.101
	Sig. (2-tailed)		.938	.938	.289
	N	113	113	113	113
Team building improves communication	Pearson Correlation	.007	1	1.000**	.013
	Sig. (2-tailed)	.938		.000	.895
	N	113	113	113	113
Training programs improve teamwork	Pearson Correlation	.007	1.000**	1	.013
	Sig. (2-tailed)	.938	.000		.895
	N	113	113	113	113
Team building activities increase trust	Pearson Correlation	.101	.013	.013	1
	Sig. (2-tailed)	.289	.895	.895	
	N	113	113	113	113
Team building improves cooperation	Pearson Correlation	.075	.112	.112	.001

	Sig. (2-tailed)	.430	.236	.236	.996
	N	113	113	113	113
Employees enjoy team building activities	Pearson Correlation	-.084	.090	.090	-.144
	Sig. (2-tailed)	.376	.344	.344	.129
	N	113	113	113	113
Team building reduce conflicts	Pearson Correlation	.116	-.037	-.037	.173
	Sig. (2-tailed)	.222	.700	.700	.067
	N	113	113	113	113
Team building improves leadership skills	Pearson Correlation	.115	.095	.095	.000
	Sig. (2-tailed)	.226	.319	.319	.998
	N	112	112	112	112
It increases employees engagement	Pearson Correlation	-.041	.154	.154	.270**
	Sig. (2-tailed)	.668	.103	.103	.004
	N	113	113	113	113
It improves work place relationship	Pearson Correlation	-.084	.090	.090	-.144
	Sig. (2-tailed)	.376	.344	.344	.129
	N	113	113	113	113
Team building improve moral	Pearson Correlation	-.236*	.069	.069	.119
	Sig. (2-tailed)	.012	.468	.468	.207
	N	113	113	113	113
Team building improves decision making	Pearson Correlation	.116	-.037	-.037	.173

	Sig. (2-tailed)	.222	.700	.700	.067
	N	113	113	113	113
It increases team work efficiency	Pearson Correlation	-.003	-.027	-.027	.041
	Sig. (2-tailed)	.976	.776	.776	.663
	N	113	113	113	113
Team building improves coordination	Pearson Correlation	-.236*	.069	.069	.119
	Sig. (2-tailed)	.012	.468	.468	.207
	N	113	113	113	113
It improves organizational culture	Pearson Correlation	.007	1.000**	1.000**	.013
	Sig. (2-tailed)	.938	.000	.000	.895
	N	113	113	113	113
Team building increases productivity	Pearson Correlation	-.003	-.027	-.027	.041
	Sig. (2-tailed)	.976	.776	.776	.663
	N	113	113	113	113

Correlations

		Team building improves cooperation	Employees enjoy team building activities	Team building reduce conflicts	Team building improves leadership skills
OCCUPATION	Pearson Correlation	.075	-.084	.116	.115
	Sig. (2-tailed)	.430	.376	.222	.226
	N	113	113	113	112

Team building improves communication	Pearson Correlation	.112	.090	-.037	.095
	Sig. (2-tailed)	.236	.344	.700	.319
	N	113	113	113	112
Training programs improve teamwork	Pearson Correlation	.112	.090	-.037	.095
	Sig. (2-tailed)	.236	.344	.700	.319
	N	113	113	113	112
Team building activities increase trust	Pearson Correlation	.001	-.144	.173	.000
	Sig. (2-tailed)	.996	.129	.067	.998
	N	113	113	113	112
Team building improves cooperation	Pearson Correlation	1	.232*	-.032	1.000**
	Sig. (2-tailed)		.014	.733	.000
	N	113	113	113	112
Employees enjoy team building activities	Pearson Correlation	.232*	1	-.166	.233*
	Sig. (2-tailed)	.014		.079	.013
	N	113	113	113	112
Team building reduce conflicts	Pearson Correlation	-.032	-.166	1	-.022
	Sig. (2-tailed)	.733	.079		.815
	N	113	113	113	112
Team building improves leadership skills	Pearson Correlation	1.000**	.233*	-.022	1
	Sig. (2-tailed)	.000	.013	.815	
	N	112	112	112	112

It increases employees engagement	Pearson Correlation	.064	-.041	-.002	.063
	Sig. (2-tailed)	.500	.666	.982	.508
	N	113	113	113	112
It improves work place relationship	Pearson Correlation	.232*	1.000**	-.166	.233*
	Sig. (2-tailed)	.014	.000	.079	.013
	N	113	113	113	112
Team building improve moral	Pearson Correlation	.198*	.168	-.050	.195*
	Sig. (2-tailed)	.036	.076	.600	.039
	N	113	113	113	112
Team building improves decision making	Pearson Correlation	-.032	-.166	1.000**	-.022
	Sig. (2-tailed)	.733	.079	.000	.815
	N	113	113	113	112
It increases team work efficiency	Pearson Correlation	-.040	.030	-.043	-.040
	Sig. (2-tailed)	.671	.751	.653	.678
	N	113	113	113	112
Team building improves coordination	Pearson Correlation	.198*	.168	-.050	.195
	Sig. (2-tailed)	.036	.076	.600	.039
	N	113	113	113	112
It improves organizational culture	Pearson Correlation	.112	.090	-.037	.095
	Sig. (2-tailed)	.236	.344	.700	.319
	N	113	113	113	112

Team building increases productivity	Pearson Correlation	-.040	.030	-.043	-.040
	Sig. (2-tailed)	.671	.751	.653	.678
	N	113	113	113	112

Interpretation

According to the SPSS output, the study was revealed that the relationship between occupation and employees' perceptions of team-building tasks were examined based on correlation method. The output includes the variables Team building improves communication, Training programmes improve teamwork, Team-building activities increase trust, Team building improves cooperation, Employees enjoy team-building activities, Team building reduces conflicts, Team building improves leadership skills, It increases employee engagement, It improves workplace relationship, Team building improves morale, Team building improves decision making, It increases teamwork efficiency, Team building improves coordination, It improves company values as well as group development increases productivity.

This research was examined using 0.05 limit for statistical significance ($\alpha = 0.05$). This indicates a clear quantitatively notable inverse association among occupation and employees' perception that team building improves coordination. For the remaining variables, these correlation based relationship values fall between -0.113 to 0.030, and the corresponding p-values are 0.976, 0.938, 0.976, 0.776, 0.776, 0.663, 0.671, 0.751, 0.653, 0.678, 0.235, 0.751, 0.919, 0.653, and 0.776, all of which are greater than 0.05. Hence, these relationships are not quantitatively significant.

Hence, null hypothesis, (H_0) is accepted for all the selected variables except "Team building improves coordination," for which the Alternative Hypothesis (H_1) is accepted ($r = -0.236$, $p = 0.012$). the result shows that job role shows no evidence of meaningful association with most perceptions of team-building activities, whereas employees' occupations differ significantly in their perception that team building improves coordination. Overall, occupation does not appear to influence employees' views on the majority of team-building outcomes.

Findings

- Most respondents (77.00%) agreed or strongly agreed that teamwork improves work efficiency, indicating a positive perception of teamwork among employees.
- The analysis shows that the significance values for the statements related to communication, teamwork, trust, cooperation, enjoyment of team-building activities, conflict reduction, leadership skills, employee engagement, and workplace relationships are greater than 0.05. Therefore, the Null Hypothesis (H_0) is accepted, indicating that there is no significant relationship between occupation and these aspects of team-building effectiveness.
- The statement "Team building improves morale" has a significance value of 0.012, which is less than 0.05. Therefore, the Alternative Hypothesis (H_1) is accepted and the Null Hypothesis (H_0) is rejected, indicating that there is a significant relationship between occupation and employees' perception that team-building practices improve morale.

Suggestions

- The organization should conduct regular team-building and training programs to strengthen employee cooperation and communication.

- Management should encourage greater employee participation in team activities to improve collaboration and overall organizational performance.

Conclusion

The study concludes that employees at KSDL have a positive perception of teamwork and team-building practices, recognizing their role in improving work efficiency, communication, and overall organizational performance. The correlation analysis indicates that employees' occupation does not significantly influence their perception of team-building effectiveness. Therefore, strengthening team-building activities and encouraging collaboration can further enhance employee performance and organizational success.

Referance

- **Chinyuku, C., & Qutieshat, A. (2025).** The impact of remote work on building effective teams: Exploring the challenges of fostering team cohesion in remote work environments: A brief review of literature. *International Journal of Advanced Business Studies*, 4(2), 133–148. <https://doi.org/10.59857/VRXH4886> .
- **Dewi, R. K., & Hasmin, H. (2026).** From leadership to performance: A structural model of knowledge management, team cohesion, and employee creativity in SOEs. *Asian Management and Business Review*, 5(2), 262–278. <https://doi.org/10.20885/AMBR.vol5.iss2>.