

A Study on the Effectiveness of Teamwork on Job Performance among Information Technology Employees

OPEN ACCESS

Manuscript ID:
COM-2026-140310077

Volume: 14

Issue: 3

Month: July

Year: 2026

E-ISSN: 2582-6190

Received: 07.05.2026

Accepted: 17.06.2026

Published Online: 01.07.2026

Citation:

Ashitha Ashok, C., and B. Menaka. "A Study on the Effectiveness of Teamwork on Job Performance among Information Technology Employees." *ComFin Research*, vol. 14, no. 3, 2026, pp. 1–5.

DOI:

<https://doi.org/10.34293/commerce.v14i3.10077>



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

C. Ashitha Ashok

*Ph.D Research Scholar, Department of Commerce
Alagappa University, Karaikudi, Tamil Nadu, India*

B. Menaka

*Assistant Professor, Department of Commerce
Alagappa University, Karaikudi, Tamil Nadu, India*

Abstract

Teamwork plays an important role in improving a firm's productivity and performance, especially in the IT sector which requires coordination, sharing of knowledge, and effective problem-solving skills. The main aim of this study is to examine the effectiveness of teamwork on employee performance in the IT sector. The study focuses on effective communication, mutual trust, and support which influence employee efficiency. The study adopted a quantitative approach, in which a structured questionnaire was used to collect data from IT employees. A sample of 50 employees working in different IT firms was selected for this study. The findings show that effective teamwork increases employee performance by enhancing communication among members. It also shows a positive relationship between teamwork, employee productivity, and efficiency. Organisations which promote all these elements are likely to achieve better employee outcomes and success. Therefore, IT firms should concentrate on improving teamwork through team-building activities, leadership, and collaborative work cultures to increase employee morale and commitment.

Keywords: Teamwork, Employee Performance, IT Professionals, Organizational Effectiveness, Communication, Collaboration, Job Satisfaction

Introduction

A team is a group of people working together to accomplish quality work and service. Teamwork among employees has numerous benefits. It allows employees to improve their skills, increase their confidence, and make positive decisions and plans for the future. Employees' performance can be increased by sharing the workload. Nowadays, teamwork has become an unavoidable element that determines success in today's technology-driven business culture, mainly in the Information Technology sector. In their dynamic work environments, tech professionals require collective collaboration, teamwork, and knowledge sharing to function effectively within tight project deadlines. (Arora Gajendragadkar & Neelam, 2023). The complex nature of IT development, system integration, and innovative skills and services makes the work insufficient; therefore, organisations prioritise teamwork to achieve their goals. (Askari et al., 2020). Strong team effectiveness increases innovative skills, creativity, improves productivity and it ensure the timely completion of the IT projects. ((Gupta,2021). Collaboration in the IT organisations requires communication, trust, shared responsibilities and finally to effective leadership. (Assbeihat, 2016) When individuals cooperate effectively, it improves decision-making, minimises mistakes, and increases the quality of output. Moreover, it supports an interactive work culture that improves job satisfaction and employee engagement. (Singh & Chaudhary, 2022) Even so Inefficient team

collaboration may result in mistakes, delays, arguments, and decreased performance levels. Therefore, teamwork acts as a major force that stimulates IT firms' excellence and employee loyalty. (Jyothi, 2021). This study focuses on identifying teamwork effectiveness among IT employees. By analysing variables such as communication, mutual trust, collaboration, and support, this study aims to identify how teamwork assists in improving the efficiency and performance of employees. (Askari et al., 2020). Although teamwork helps build confidence and better understanding among individuals, it can also strengthen organisational strategies and upgrade overall effectiveness, leading to long-term sustainability.

Statement of the Problem

In Today's modern world, IT companies play a vital role in achieving objectives, improving productivity, and ensuring success in project completion. The growth of the IT sector has added task complexity, requiring individuals to coordinate and collaborate to deliver quality outcomes. Efficient teamwork stimulates communication, sharing of expertise, and problem solving which are inevitable for innovation and efficiency in the IT sector. (Askari et al., 2020) Due to These organisations still face many problems, such as poor coordination, lack of collaboration, inefficient communication and disputes among team members. These problems can adversely affect employee performance and reduce the overall success of IT projects (Assbeihat, 2016; Jyothi, 2021) Also the demanding reliance on digital tools and online collaboration in workplaces has created challenges in retaining teamwork and communication (Lane et al., 2024). However, several reviews have pointed out the importance of teamwork, there is still a need to better analyse how teamwork affects work efficiency and organizational success in IT firms. Therefore, this study attempts to identify the influence of teamwork on employee performance and business growth in IT organisations. (Gupta, 2021; Lalitha, n.d; Sanyal & Hisam. n. d)

Objectives of the Study

- To study the effectiveness of Team work on Employee Job Performance.

- To measure the overall Employee Satisfaction of Teamwork

Literature Review

Jyothi (2021) in her study found that teamwork is very important in an organisation for its success, mainly in the IT sector, where jobs are more complex and require employees to work together. When the team members combine each other, they can coordinate the efforts, share insights and even solve the problems easily. This improves the overall quality and efficiency of the organisation. The study shows that organisations that promote strong teamwork are likely to finish their projects without much effort.

Sanyal and Hisam (2024) in their study pointed out that in many organisations, employees concentrate mainly on achieving their individual goals and objectives rather than working in a team. However, when employees work as a team, they can cooperate with each other and share knowledge and expertise which will improve the quality of work and productivity. The study highlights a strong and significant relationship between team members and employee performance. Therefore, encouraging teamwork within the organisation can help employees achieve both personal objectives and the broader objectives of the organisation.

Arora et al. (2023) in their study interpret that a positive relationship within the team plays a significant role. Team effectiveness is crucial for the success of projects in which employees with innovative skills and expertise work together. When a team works effectively, its members can collaborate, communicate, and coordinate with each other, leading to better results and improved productivity. The study shows that these aspects of team effectiveness can positively influence other members and strengthen overall performance. Therefore, the organisations should focus on maintaining and supporting effective teams by focussing on these elements of team work

(Lalitha, n.d. 2023) found that teamwork plays a pivotal role in enhancing employee performance, especially in the IT sector, where many tasks require close collaboration and expertise. In these work environments, employees are required to combine their skills and knowledge to complete complex tasks and achieve organisational objectives. The findings

conclude that strong teamwork strategies lead to better employee outcomes and increased productivity among professionals. Therefore, encouraging teamwork in an organisation is essential, especially in the IT sector.

A. Balamurugan (2019) studied how team work influences the work performance of employees in IT sector. The main objective of this study was to highlight the significance of teamwork among IT professionals. A simple random sampling method was used in this study. The study also shows which factors have the most influence on the work performance of IT employees. The findings show that teamwork is very important in improving employee performance and efficiency. Therefore, organisations should emphasise collaborative work strategies to improve their overall results.

Methodology of the Study

This study employed a quantitative survey to investigate the relationship between teamwork, employee performance, job satisfaction, and collaboration among team members. The target population for this study is IT employees in the Kottayam district. Sample size is 50. Convenience sampling was used in this study. This involves employees who are willing to participate in the study and are eligible. A structured questionnaire was developed to collect the data. The questionnaire included sections on demographics, age, gender, marital status, experience, designation, and questions relating to teamwork collaboration and employee job satisfaction. The design is appropriate for testing hypothesis to analyse the relationships between the selected variables. The collected data is analysed using statistical tools such as percentage analysis, mean and chi-square test analysis. Descriptive statistics were used to summarise the demographic information related to age, gender, marital status, and years of experience.

Results Analysis

Variables	Particulars	Respondents	%
-----------	-------------	-------------	---

Age	20-25 years	11	2
	26-35	22	44
	36-45	12	24
	46 and above	5	10
	Total	50	100
Marital Status	Unmarried	23	46
	Married	27	54
	Total	50	100
Monthly salary	Less than Rs.40000	5	10
	Rs. 40001 - 50000	18	36
	Rs. 50001 - 60000	21	42
	More than Rs.60001	6	12
	Total	50	100
Educational Qualification	BCA	6	12
	MCA	29	58
	MSc	5	10
	B Tech	10	20
	Total	50	100

Testing Hypothesis

- H_{01} : There is no significant relationship between team work and employee Job performance.

Team Work on Employee Performance

Attributes	High Performance	Moderate Performance	Low Performance	Total
High Team work	10	4	1	15
Moderate Team work	6	8	3	17
Low Team work	2	5	11	18
Total	18	17	15	50

Source: Primary data

$$\text{Chi-square} = \sum (\text{O}-\text{E})^2 / \text{E}$$

O	E	(O-E) ² /E
10	5.4	3.92
4	5.1	.24
1	4.5	2.72

6	6.12	0
8	5.78	0.85
3	5.10	0.86
2	6.48	3.10
5	6.12	0.20
11	5.40	5.81
Total		17.7

Decision

Calculated value (17.7) more than table value 9.488. Hence, we reject the null hypothesis and find that there is a significant relationship between teamwork and employee performance.

- H_{02} : There is no significant relationship between Team work and employee satisfaction

Team work on Employee Satisfaction

Attributes	Satisfied	Neutral	Dissatisfied	Total
High	15	3	2	20
Moderate	8	7	5	20
Low	2	3	5	10
Total	25	13	12	50

Source: Primary data

O	E	(O-E) ² /E
15	10	2.5
3	5.2	.93
2	4.8	1.63
8	10	.40
7	5.2	.62
5	4.8	.01
2	5	1.80
3	2.6	.06
5	2.4	2.82
Total		10.77

Decision

The calculated value (10.77) is greater than the table value 9.488. Hence, we reject the null hypothesis and find that there is a significant relationship between teamwork and Employee Satisfaction.

Sharing of Information and Knowledge

Attributes	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Frequency	0	0	2	17	31
Percentage	0	0	4	34	62

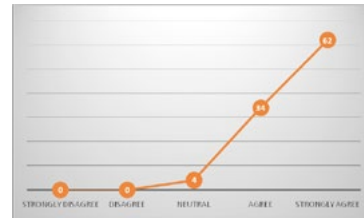


Figure shows that 62% of the employees are of the opinion that they get adequate information from the team members to collaborate and solve complex tasks.

Satisfaction Level of the Employees

Attributes	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Frequency	0	0	4	12	34
Percentage	0	0	8	24	68

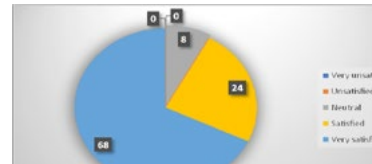


Figure shows that most (68%) of the employees are satisfied with the team work and collaboration in the IT firms.

Findings

The study found a positive relationship between employee performance and teamwork in IT firms. Effective communication, collaboration with team members, trust, and support directly affect the performance of employees in the Information industry. The organisation's results indicate that employees who cooperate with their team members are more capable of sharing skills, solving complex problems, and completing their assigned tasks within their time boundaries. Furthermore, teamwork increases satisfaction, employee morale, and commitment, leading to better organizational performance. The findings highlight that organisations can implement more collaborative work strategies to encourage teamwork within the organisation.

Suggestions

Based on the findings, IT organisations should focus more on promoting teamwork through continuous and regular team-building activities and training programmes to improve their communication

and collaboration skills. Organisations should encourage a supportive work culture where employees feel freer and more comfortable. Supervisors and Team leaders should play an active role in guiding teams, resolving conflicts, ensuring that their duties and responsibilities are distributed among team members, promoting digital collaborative tools, and creating more opportunities for employees to interact effectively which will further lead to increased team performance and productivity. Future studies could investigate the role of supervisors and team leaders in facilitating team effectiveness, particularly in guiding members, resolving conflicts, and ensuring an equitable distribution of responsibilities. There is also scope to analyse how the adoption of digital collaborative tools influences team interaction and overall performance. Furthermore, researchers should explore innovative strategies that create more opportunities for meaningful employee interactions, ultimately contributing to improved team productivity and organizational success.

Conclusion

Teamwork is a vital factor in improving employee performance and productivity in the IT sector. A well-structured team promotes innovation, quick problem solving, and coordination which is essential for maintaining good relations among members. The study concludes that organisations which promote efficient communication, trust, and cooperation among employees will result in increased job satisfaction and higher productivity levels. Therefore, IT firms should give priority for the development of effective teamwork practices to achieve their long-term organisational success and maintain a competitive advantage for this emerging technological development scenario.

References

- Andersen, G. "The Importance of Teamwork and Collaboration in Software Development Projects." 2024.
- Arora, R., et al. "Team Effectiveness: A Key to Success in IT Organizations." *Australasian Accounting, Business and Finance Journal*,

vol. 17, 2023, pp. 97-110.

- Askari, G., et al. "The Impact of Teamwork on an Organization's Performance: A Cooperative Game's Approach." *Mathematics*, vol. 8, no. 10, 2020, p. 1804.
- Assbeihat, J. M. "The Impact of Collaboration among Members on Team's Performance." *Management and Administrative Science Review*, vol. 5, 2016.
- Bollati, V. A., et al. "Software Development Teams: Factors Influencing Their Productivity." *Proceedings of the 21st LACCEI International Multi-Conference for Engineering, Education and Technology (LACCEI 2023)*, 2023.
- Gupta, S. S. "An Analysis of Impact of Teamwork on Employee Performance and Organization Growth." vol. 8, no. 6, 2021.
- K, S., et al. "Unraveling the Impact of Digital Technologies on Team Dynamics and Employee Job Performance in IT Sector." *Academy of Marketing Studies Journal*, vol. 29, no. 1, 2024, pp. 1-112.
- Lalitha, D. V. "A Study on Impact of Teamwork on Employees' Performance." n.d.
- Paredes-Saavedra, M., et al. "Work Team Effectiveness: Importance of Organizational Culture, Work Climate, Leadership, Creative Synergy, and Emotional Intelligence in University Employees." *Administrative Sciences*, vol. 14, no. 11, 2024, p. 280.
- Singh, S., and N. Chaudhary. "Employee Productivity: An Analysis of Dimensions and Methodology through Systematic Literature Review." *The Empirical Economics Letters*, vol. 21, 2022, pp. 183-204.
- "The Crucial Role of Teamwork in IT Companies: Fostering Innovation and Success." *LinkedIn*, n.d.
- "The Impact of Collaboration among Members on Team's Performance." *ResearchGate*.
- "The Importance of Teamwork in Software Development." DEV Community, 2025.
- "The Power of Teamwork: Collaborative Success in IT." n.d.

Author Details

C. Ashitha Ashok, Ph.D Research Scholar, Department of Commerce, Alagappa University, Karaikudi, Tamil Nadu, India

B. Menaka, Assistant Professor, Department of Commerce, Alagappa University, Karaikudi, Tamil Nadu, India,
Email ID: menakab@alagappauniversity.ac.in