

Factors Affecting Teamwork Effectiveness of Employees at Toshin International Corporation Co., Ltd.

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Abstract—This study aimed to 1) study the factors of team composition of employees, 2) study the effectiveness of teamwork, 3) compare the effectiveness of teamwork of employees classified by personal data, and 4) study the factors of team composition that affect the effectiveness of teamwork of employees of Toshin International Corporation Co., Ltd.

The population used in this study comprised 150 employees at the company. The sample size was calculated according to the Taro Yamane's formula (Yamane, 1967), resulting in 90 samples. Data were collected using a questionnaire and analyzed using descriptive statistics, including percentages, means, and standard deviations, as well as hypothesis testing using t-test, F-test (One-Way ANOVA) and multiple regression analyses were performed.

The results of the study found that most respondents were male, aged 25-35 years, single, had an education level lower than a bachelor's degree, had worked for 1-6 years, and held most employee positions. In addition, team composition factors (environment, composition and characteristics, work design, and work process) were highly important. While teamwork effectiveness (production, efficiency, satisfaction, development, and adjustment)

Overall, the teamwork effectiveness of employees with different personal data was not significantly different at the 0.05 level. In addition, the four team composition factors also had a statistically significant effect on the teamwork effectiveness of employees at the level of 0.05.

Recommendations: Continuous review and development of work processes should be conducted, especially in terms of organizing team composition to be appropriate for the knowledge and skills of members, promoting work design that allows members to use their full potential, creating an atmosphere and environment conducive to working together, and emphasizing communication and setting clear team goals to develop cooperation and increase teamwork effectiveness sustainably.

Keywords— Factors Affecting Teamwork Effectiveness

I. INTRODUCTION

Currently, intense competition is changing rapidly in the global market. Therefore, organizations must develop their work efficiency to be more efficient than before, especially to be high-performance organizations in order to be more efficient in competition. (Danchaiyaphum, & Mahamud) The organization will focus on developing its personnel using

innovations that promote work efficiency because no one can work successfully in the organization alone. (Pokapanit, & Mahamud, 2024) Work must involve cooperation with other personnel in the organization, whether with executives, (Sakartonsup, & Mahamud) group leaders, or individuals in the group. This action is called teamwork, which is an important foundation for developing an excellent organization. When considering the meaning of the words operator, personnel, supervisor, commander or team, (Phoung, & Mahamud) it will be found that they are not different. Everyone is a worker, has commands, and is responsible for the results or work goals. In the past, every job had operators, personnel, supervisors, or commanders who were responsible for the work goals to be successful and to push. (Wekke, Et al 2024) the potential of both operators and personnel to the fullest extent. Supervisors or commanders must manage their work to achieve organizational goals. If we consider this more deeply, we will find that when we think and behave as operators, personnel, supervisors, or commanders, we all think that we must do or work. To be in accordance with the duties and framework of the work you are responsible for. Rules, regulations, and disciplines determine which work is in accordance with the assigned duties. We found that such work is not often dedicated. Work development: Finding a variety of work methods to solve work problems or there is dedication. Most of the work has been conducted individually. When looking at the overall picture,

(Yuanying, A., & Mahamud) the organization's movement and development will be slow and directionless. Development also follows an individual's conceptual framework. From past work, many units and organizations have tried to find a way to work that is the most efficient. This results in the unit or organization moving quickly in the same direction, learning together, looking at returns, and creating value and mutual benefits, including developing and moving forward together. Therefore, changing one's mindset sees the people of the organization or unit as a team. They begin practicing by creating and managing the people of the organization or unit as a team. The results of this work that will occur will be different from the traditional management that commands to achieve goals. Therefore, the team is a strategic human resource that organizations or institutions aim to create and develop from

diverse personnel coming together to perform various missions for the organization. Building a team is an important initial process for developing a team that is efficient and effective. Therefore, learning to work as a team. Therefore, it is necessary to understand the factors involved that will result in efficiency and effectiveness in the work. (Decharin (2006). *Organizational Management and Teamwork*. Bangkok: Chulalongkorn University Press.)

Toshin International Corporation Co., Ltd., was established on February 5, 2002. It is one of the fastest growing companies in Thailand. It is engaged in importing, sourcing, and distributing metal and non-metal products worldwide. The company's vision is to provide customized cutting-to-size materials and logistics solutions to our customers both domestically and in Southeast Asia. Our main principle is to strive for the best quality and quantity to meet customers' needs. Quality and on-time delivery are only a part of a company's core competencies. Team performance management can be used to develop individuals in organizations or departments. Developing personnel to have quality and awareness to increase work efficiency and be able to work.

Toshin International Corporation Co., Ltd. provides customized cutting-to-size materials to meet customer needs and efficient logistics solutions in Southeast Asia. Therefore, teamwork is key to helping a company operate efficiently and continuously compete in the market. Factors that affect teamwork effectiveness include several important elements. One of these is leadership and team management. Executives and supervisors play an important role in setting the team's direction and supporting and motivating employees to participate in decision-making, so that the collaboration goes smoothly and results in good results for the organization. Another important factor is communication and coordination within a team. Clear communication helps reduce work errors, especially in the company's logistics system, which requires high accuracy for delivery and production to meet the specified standards. Additionally, personnel development is an important factor that affects team efficiency. The company emphasizes training in both technical and teamwork skills, so that employees can work efficiently. It also promotes a work environment that allows employees to be creative and effectively solve problems. Having a suitable compensation system motivates employees and makes them more committed to the organization.

Organizational structure and internal management are other factors that affect team performance. A systematic management and organizational structure conducive to collaboration make operations smooth and efficient. (Huo, Et al 2024) Toshin International Corporation has designed a work system that allows for cross-departmental work to support complex problem-solving and make coordination more efficient. (Makpotche, Et al 2024) Based on this information, the researcher is interested in studying the factors that affect the effectiveness of teamwork at Toshin International Corporation and in using the study results as a guideline for determining the teamwork policy of Toshin International Corporation employees to achieve further work efficiency.

II. OBJECTIVES OF THE STUDY

The team composition factors of Toshin International Corporation Co., Ltd. The work efficiency of Toshin International Corporation Co., Ltd. To compare the work efficiency of Toshin International Corporation Co., Ltd. employees classified by personal data

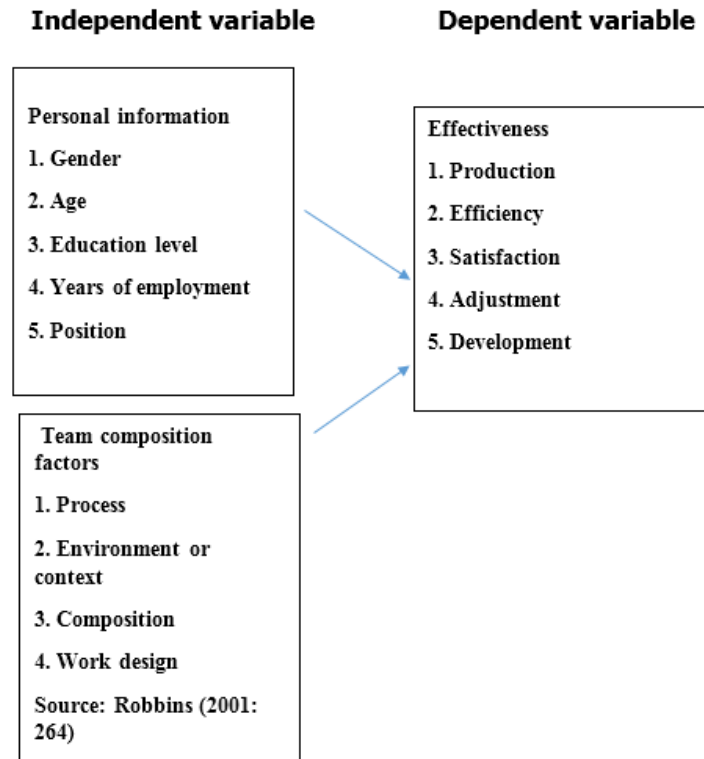
A. *Scope of the study*

In terms of content, this study focuses on the team performance efficiency of Toshin International Corporation Co., Ltd. by using the theory of team composition factors of Stephen P. Robbins consists of process, composition, work design, context or environment, and the theory of effectiveness, which consists of production, efficiency, satisfaction, change, and development. The population and sample used in the study were 150 employees of Toshin International Corporation Co., Ltd., and 84 samples were selected. The study period was from June 2024 to September 2024..

B. *Literature Review*

Factors affecting teamwork effectiveness at Toshin International Corporation Co., Ltd. The researcher studied documents, concepts, theories, and related research to determine the conceptual framework and guidelines for the study, as follows: Which consisted of Johnson, and Johnson The importance of teamwork as follows: In general, when working in a group, a team will be more beneficial or efficient than working by an individual. When comparing group decisions with individual decisions, (Pokapanit, & Mahamud, 2024) it was found that group decisions are more efficient and problem-solving is more efficient. Individuals learn to be people who value helping others, being kind, responsible, understanding others, sacrificing, and so on from joining a group. Expressing various emotions such as fun, excitement, cheerfulness, and disappointment. (Thanh, & Mahamud) This will be more intense than usual when individuals are in a group than when they are alone. (Pumchitamorn, Et al 2020) The quality of daily life will be higher because the group has divided work according to each person's expertise. Conflict resolution can be effectively performed in a group. Managing people with social influence is better. If there is a group, there will be no social standards, values, or rules. Progress cannot occur. Personal identity Self-esteem and human social abilities are neither shaped nor shaped by society. Without cooperation among people, groups, and organizations cannot survive.

C. Conceptual Framework



III. METHODOLOGY

Factors affecting teamwork effectiveness of Toshin International Corporation Co. Ltd. aims to study the factors of the employee team and teamwork effectiveness of employees, compares the work effectiveness of employees of Toshin International Corporation Co., Ltd. classified by personal data, and the factors affecting teamwork effectiveness of employees of Toshin International Corporation Co., Ltd. The study methodology is as follows.

A. Results of the study

The study of factors affecting teamwork effectiveness of Toshin International Corporation Co., Ltd. The sample group studied was employees of Toshin International Corporation Co., Ltd., using 90 questionnaires as a tool for data collection, and 90 questionnaires were returned, accounting for 100 percent of the questionnaires.

The team composition factors affect employee performance at Toshin International Corporation Co., Ltd.

Team composition factors	Std.		Beta	t	Sig	Result
	B	Error				
Constant	-.133	.061		-2.183	.032	
Environmental aspects	.346	.014	.429	24.129	.001*	yes
In terms of components and characteristics	.128	.014	.145	9.366	.001*	yes
In terms of design work	.350	.017	.382	20.239	.001*	yes
In terms of work processes	.200	.013	.27	15.033	.001*	Yes

Statistically significant at .01 (2-tailed)

Team composition factors affecting the performance of employees at Toshin International Corporation Co., Ltd. found that team composition factors in terms of environment, composition and characteristics, work design, and work process affect the performance of employees at Toshin International Corporation Co., Ltd., with statistical significance at .01.

IV. CONCLUSION

Here are some ideas and tips on factors that may affect teamwork effectiveness of employees at Toshin International Corporation Co., Ltd.: Communication: Clear and open communication channels are crucial for effective teamwork. Encourage employees to share information, ideas, and concerns freely. Implement regular team meetings and use collaborative tools to facilitate communication across departments and hierarchies.

Cultural diversity: As an international corporation, Toshin likely has a diverse workforce. Embrace this diversity as a

strength, but be mindful of potential cultural differences in communication styles, work habits, and expectations. Provide cultural sensitivity training to foster mutual understanding and respect.

Leadership: Strong leadership is essential for guiding teams towards common goals. Ensure that team leaders at Toshin possess good interpersonal skills, can motivate their team members, and are able to delegate tasks effectively. **Clear goals and roles:** Establish clear, measurable objectives for each team and ensure that individual roles and responsibilities are well-defined. This helps prevent confusion and overlap in tasks. **Trust and psychological safety:**

Foster an environment where employees feel safe to express their opinions, take calculated risks, and admit mistakes without fear of retribution. This promotes innovation and problem-solving within teams.

Conflict resolution: Provide training on constructive conflict resolution techniques. Encourage employees to address conflicts promptly and professionally to maintain a harmonious work environment. **Recognition and rewards:** Implement a system to recognize and reward effective teamwork. This can boost morale and motivation, encouraging continued collaboration.

Workload balance: Ensure that work is distributed fairly among team members to prevent burnout and resentment. Consider individual strengths and expertise when assigning tasks. **Technology and resources:** Provide teams with the necessary tools, software, and resources to collaborate effectively, especially if some team members work remotely or across different locations.

Training and development: Offer regular training opportunities to enhance both technical and soft skills relevant to teamwork, such as active listening, empathy, and project management. **Feedback mechanisms:** Implement regular feedback sessions, both within teams and between teams and management. This allows for continuous improvement and helps address issues before they escalate. **Shared accountability:** Encourage a sense of collective responsibility for team outcomes. This can help prevent blame culture and promote a more supportive team environment.

V. SUGGESTIONS IN FURTHER

Work-life balance: Respect employees' personal time and promote a healthy work-life balance. This can lead to more engaged and productive team members. **Cross-functional collaboration:** Encourage interaction and cooperation between different departments or teams within Toshin. This can lead to innovative solutions and a more cohesive company culture. **Adaptability:** In the fast-paced international business environment, teams need to be flexible and adaptable. Encourage a mindset of continuous learning and improvement among employees. By focusing on these factors, Toshin International Corporation Co., Ltd. can work towards enhancing the effectiveness of its teams and fostering a more collaborative and productive work environment.

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